



# Electoral Review of the London Borough of Hillingdon

## 1. Introduction

The Local Government Boundary Commission for England (LGBCE) is undertaking a review of the London Borough of Hillingdon's local government electoral arrangements. The outcome of the review will be implemented for the May 2022 Council elections.

## 2. Scope

- 2.1 The review will cover the entire Borough. The statutory criteria that the LGBCE will apply when making its proposals are:-
- The need to secure electoral equality (a consistent number of electors per Councillor)
  - Community identity (strong ward boundaries that reflect communities); and
  - Securing effective and convenient local government (coherent wards)
- 2.2 The review was initiated in January 2018 and the preliminary stage will determine future Council size; i.e. the number of elected Councillors. The provisional decision on Council size by the LGBCE will inform the next stage of the review, which will consider size and number of wards, ward names, ward boundaries and the number of councillors to represent each ward.
- 2.3 The LGBCE will form its view about the right Council size by considering the following three 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; and
  - The representational role of Members in the local community and how they engage with electors, conduct casework and represent the Council on local partner organisations.

### 3. SUMMARY OF PROPOSALS

- 3.1 This submission presents evidence in relation to each of the criteria and a proposal to reduce the number of Councillors from the current 65 in order to facilitate effective and convenient local government within the London Borough of Hillingdon
- 3.2 It is clear from all the evidence presented in this submission that, whilst the London Borough of Hillingdon is a lively, thriving, vibrant and popular place to live, work and do business, the fact that **the number of Members required to provide effective and convenient local government has not altered since 1999** is completely out of step with the way in which local government does business today.
- 3.3 This Council's decision-making structures are extremely efficient and effective with appropriate levels of delegation, demonstrating accountability and transparency in all matters.
- 3.4 Key decision making rests in the hands of a relatively small number of elected Members. There is clear overview and scrutiny of all decision-making and residents are able to rest assured of clear accountability. The Council has a structure that can operate equally as well, if not better, with a reduced level of Council membership.
- 3.5 The Borough shows a steadily increasing population, allied to a thriving number of developments across the Borough with particular focus in some areas, which will further increase the population (ref: Appendices 2a & b). This is, however, happening in tandem with greatly altered and improved methods of digital communication, which mean that a Council of this size and structure can operate more effectively with reduced levels of elected representation.
- 3.6 Residents are much more aware of their rights and representation and demand much more from their Council. Whilst they have every right to receive this, the way in which the world operates today means that the same amount of representation can be achieved through fewer Councillors.
- 3.7 This is not, however, an argument for drastic reductions in elected representation as there will always be a need for a democratic structure which can implement the wishes of the electorate and provide sensible, cost effective governance. In addition, the Council recognises that elected representatives come from vastly different walks of life and, therefore, will always have different levels and areas of expertise. Some Members' expertise is in the more 'hands-on', ward based approach, dealing with constituents' issues on a day-to-day basis, whilst the expertise of others may focus on the 'higher level' policy formulation, implementation and decision making. An example of this can be found in the fact that just over half of all the enquiries submitted each year through the Council's dedicated Member Enquiry system, come from just 17% (11) of the Members of the Council. This clearly shows that the significance of the role of Members in representing and resolving residents' concerns varies greatly from Member to Member.

- 3.8 It is the Council's considered view that the way in which the Council works, alongside the prospective increase in the electorate will mean that a minimum of two elected Members per ward will be required in most (but not all) areas. **The Council is proposing an overall reduction of twelve Members to 53.**
- 3.9 If this reduction were to be approved it would equate to 4,294 electors per elected member (currently 3,096).

#### 4. Background information relating to the Borough and its electors

##### 4.1 About the Borough

Hillingdon is an outer-London borough with a character all of its own. Created in 1965 by an amalgamation of the Borough of Uxbridge and the Urban Districts of Hayes & Harlington, Ruislip-Northwood and Yiewsley & West Drayton, it is the second largest of London's 33 boroughs and takes its name from a Parish recorded in the eleventh century.



- 4.2 Running from Harefield Hospital in the north to Heathrow Airport in the south, it is home to around 309,000 people. Over half of Hillingdon's 42 square miles is a mosaic of countryside including canals, rivers, parks and woodland which sit comfortably alongside classic tree-lined suburban streets, shopping centres and urban communities.
- 4.3 Many multi-national companies are based in Hillingdon. Partnership working between the Council and the commercial sector is actively promoted and relationships with major stakeholders, such as Brunel London University, are strong.
- 4.4 Hillingdon contributes greatly to the economic success of the capital, yet it remains one of London's greenest boroughs. As the home of Heathrow Airport, it is also London's foremost gateway to the world. It shares its borders with Hertfordshire, Buckinghamshire, Hounslow, Ealing, and Harrow. In addition to Heathrow Airport, Hillingdon is also home to the RAF airport at RAF Northolt.
- 4.5 **Hillingdon at a glance, the 2011 Census.**
- **Population** – since the 2001 Census, the borough's population has increased by approximately 12.7%. By comparison, London's population has increased by 13.97% and England by 7.75%. Hillingdon is a relatively dense borough with an average of 23.7 people per hectare; this places Hillingdon in the top 25% of boroughs in England with regard to population density.

- **Gender** – the Borough’s gender split is close to 50% with there being slightly more females than males.
- **Age** – 20.8% of the borough population is under 16, 6.2% over 75 and 73% aged 16-74 (this is defined in the 2011 Census as working age). The 16-24 age group has increased by 32% since 2001.
- **Ethnicity** - Hillingdon’s BAEM community has increased from 27% in 2001 to 47.8% in 2011, this is lower than across London (55%) but is considerably higher than across England (20%). In absolute figures the BAEM population in Hillingdon has increased by almost 100%, 66,762 to 131,020.
- **Religion** - the predominant religions in the Borough are Christian (49.2%), Muslim (10.6%), Hindu (8%) and Sikh (6.6%). There is also a large percentage of residents stating ‘no religion’ (16.9%).
- **Economic activity** – based on statistics for the 16-74 age group there has been very little movement in the % of the population in full time employment, from 80,180 in 2001 to 80,835 in 2011, a difference of 0.8%.

4.6 Whilst some of the statistical information from the 2011 census will, inevitably have altered over time, the basic trends are still consistent with the overall character of the Borough. Naturally the population of the Borough will have increased further and this is covered further later in the submission. The Council would contend, however, that a simple measure of the electorate figures is not a true reflection of the size of Council needed to govern such a population.

#### 4.7 **Current Arrangements**

The current Council size was determined by a previous electoral review in 1999, before the introduction in the Local Government Act 2000 of Executive Arrangements, which in itself streamlined local authorities' political management arrangements and significantly reduced the number of committees upon which Councillors are required to sit and related duties that they are required to perform.

4.8 Further streamlining has taken place over time and the way in which the Council ‘does business’ with residents has altered beyond all recognition in the 19 years since the last review. Residents’ ability to ‘self-serve’ operates in a way that would have been undreamt of in 1999.

4.9 The Council is currently comprised of 65 Councillors in 22 wards. In line with most London Boroughs, there is a uniform pattern of three-Member wards across the borough with the exception of Harefield Ward, which is represented by two Members.

4.10 Appendix 2a shows that Hillingdon has the third largest amount of elected Members amongst all the London Boroughs whilst having only the 11<sup>th</sup> largest electorate and is 19<sup>th</sup> in the ratio of Members to electorate.

4.11 With regard to the Council’s CIPFA designated, statistical neighbours, Appendix 2b shows that Hillingdon has the greatest number of elected

Members without having the largest population. In comparison to those statistical neighbours, Hillingdon's projected population growth is significant, as can be seen below. This can be attributed in part to the effect that the forthcoming Elizabeth Line (Crossrail) is having on increasing development in the South of the Borough:

Authority	2018 population	2024 population	Growth	% growth
Hillingdon	308,600	328,300	19,700	6.4%
Barnet	394,800	418,900	24,100	6.1%
Reading	165,400	170,500	5,100	3.1%
Sutton	205,900	217,300	11,400	5.5%
Coventry	366,200	396,300	30,100	8.2%
Redbridge	309,000	328,300	19,300	6.2%
Slough	149,900	154,800	4,900	3.3%
Hounslow	272,600	282,200	9,600	3.5%
Bedford	172,800	184,000	11,200	6.5%
Bexley	250,000	265,400	15,400	6.2%
Derby	259,000	265,600	6,000	2.3%

For comparison:				
England	55,997,700	57,937,200	1,939,500	3.5%
London	8,965,600	9,423,600	458,000	5.1%

#### 4.12 Business Improvement Delivery (BID)

Since 2010, the Council's Business Improvement Delivery (BID) transformation programme has enabled the Authority to deliver savings by completely changing the way it operates. Through BID the Council has established a common operating model and it continues to look at the business processes in every team in the Council, introducing a 'get it right first time' culture with more decision making at lower levels and better use of technology as well as realigning similar services and areas of work together.

- 4.13 The BID programme has driven transformation across the Council, reducing costs and improving efficiency to ensure the continued delivery of high quality services that put residents first. Since 2010 £118M of savings have been achieved.
- 4.14 Through sound financial management, the Council remains in a very strong financial position. However, going forward, it is recognised that tough financial challenges will remain and the emphasis continues to be on 'putting our residents first' by protecting front line services and, where possible, producing a more streamlined, effective management structure.
- 4.15 This aim is reflected in the fact that in 2010 there was a Chief Executive supported by 6 Corporate Directors and 39 Heads of Service. In 2018, the Chief Executive has a Corporate Team of only 3 Corporate Directors and 24 Heads of Service.

## 5. How the Council works

- 5.1 This section considers the current Councillor arrangements in Hillingdon and each of the key areas identified by the Commission, evidencing how the proposal to reduce the number of Councillors will result in better management of the Council.
- 5.2 Before the Local Government Act 2000, decisions in all English local authorities were taken by councillors serving on a series of Committees and Sub-Committees through authority delegated to them by Full Council. Sections 101 and 102 of the Local Government Act 1972 and, before that, the Local Government Act 1933, dictated the operation of the committees.
- 5.3 The Local Government and Housing Act 1989 required committees that made decisions to be made up of councillors from all political groups in proportion to their strength on the Council. This is still the statutory basis of committees set up under the Local Government Act 2000, which make decisions relating to planning or licensing applications, standards issues or carrying out overview and scrutiny functions.
- 5.4 The Local Government Act 2000 introduced four governance options for councils: they could be governed by
- a leader working with a cabinet,
  - a directly elected executive mayor,
  - a council manager working with a directly elected mayor (abolished in the Local Government and Public Involvement in Health Act 2007), or
  - a streamlined committee system (normally only open to shire districts with populations of less than 85,000).
- Note: The Localism Act 2011 re-introduced the option for authorities of adopting a committee system form of governance.
- 5.5 The London Borough of Hillingdon operates the 'strong' Leader and Cabinet model of governance. This was introduced in 2002 and, despite the considerable streamlining inherent in this system compared to the former committee system, the number of Members remains the same.
- 5.6 It is generally accepted that the current governance arrangements are less onerous than those that existed prior to 2000. In addition, demands on Councillors through their representational role have altered dramatically. Due to the developing role of the Council and the widespread use of ICT and other channels of communication, even the ever more complex cases with which Members can be tasked, can be handled quickly and efficiently.

## 5.7 The Council

Council meets in full six times a year, including the budget-setting meeting and the annual 'Mayor Making' meeting. Some functions must be delivered by the Full Council (known as 'Article 4' matters). In summary, these include:

- approval or adoption of key strategies, including the Constitution, development plans, crime and disorder reduction strategies, sustainable community strategy, and youth justice plan
- approval or adoption of council budgets
- approval of a scheme of allowances for elected councillors
- proposals for changes in electoral arrangements

5.8 In addition, each Council meeting (with the exception of the budget setting and annual meetings) affords the opportunity for both members of the public and non-Cabinet Members to submit questions directly to a Cabinet Member which are then answered in public. Members may also submit Motions for consideration and debate by the full Council. The table below clearly indicates that Members' questions, in particular, have declined over the last few years and the current level of business for the Full Council does not require an increase in the number of Council meetings or the workload of Members in relation to Full Council meetings:

	2014/15	2015/16	2016/17	2017/18
Questions to Cabinet Members from members of the public	0	1	5	3
Questions to Cabinet Members from other Members	37	41	23	13
Motions for consideration by Full Council	6	4	9	11
<b>Total</b>	<b>43</b>	<b>46</b>	<b>37</b>	<b>27</b>

5.9 All Meetings of the Full Council are broadcast 'live' on the Council's dedicated **You Tube** channel. This represents a major step forward in our engagement with residents. The Council Chamber has been equipped with specialist equipment and, in addition, two other committee rooms are also enabled for broadcasting and all meetings of the Cabinet, Planning and Licensing Committees are broadcast live along with the ability to broadcast other 'one-off' meetings as required.

5.10 This has proved to be an immensely popular feature for residents with viewings of the meetings growing steadily:

	2015/16 (commenced part way through year)	2016/17	2017/18
<b>No of meetings broadcast /</b>	11	94	86
<b>Number of views</b>	2,201	14,002	11,953

## 5.11 The Cabinet

The principal decision making body in the Council is the Cabinet, which currently consists of seven Councillors, including the Leader and Deputy Leader of the Council. The statutory maximum number for Cabinet membership is ten.

- 5.12 The Cabinet meets collectively eleven times a year. Cabinet members together and as individuals take all policy decisions along with the overwhelming amount of operational decisions made by the Council following consideration of reports on the matters concerned.

	2015/16	2016/17	2017/18
<b>No of Cabinet / Cabinet Member decisions taken:</b>	455	487	490

- 5.13 **The current governance arrangements facilitate smooth, fast and efficient decision making centred, as it is, on a small number of key Members supported by a dedicated officer corps.** This enables the Council to be highly responsive to the delivery of services to residents. The Democratic Services Team ensure that all Members are kept fully informed of all decisions taken in this manner without impeding the smooth process that now exists or the accountability and transparency of the decision making process.

- 5.14 It is important to understand that, whilst other, non-Executive Members are not in any way regarded as not having a key role to play, it is clear that the vast majority of operational, executive decisions are able to be taken by a relatively small core of key Members. Other Members carry out important roles in the area of regulatory or scrutiny functions and as Ward Councillors.

## 5.15 Regulatory and Advisory Committees

Other Members (excluding the Mayor) sit on a number of regulatory and operational committees as follows:

<b>Committee and no. of serving Members 2017/18</b>	<b>No. of meetings 2015/16</b>	<b>No. of meetings 2016/17</b>	<b>No of meetings 2017/18</b>	<b>Projected No. of meetings 2018/19</b>
Planning (Central & South) (9)	17	16	16	16
Planning (North) (9)	17	17	16	15
Planning (Major applications) (9)	17	18	17	15
Planning (Major applications sub-committee HS2) (7)	n/a	n/a	3	As required
Registration and Appeals (8)	0	0	0	As required
Pensions (5)	5	4	4	4
Standards (4)	1	1	1	4
Licensing (10)	4	4	3	4

<b>Committee and no. of serving Members 2017/18</b>	<b>No. of meetings 2015/16</b>	<b>No. of meetings 2016/17</b>	<b>No of meetings 2017/18</b>	<b>Projected No. of meetings 2018/19</b>
Licensing Sub-Committee (3)	22	8	10	11
Audit (4)	4	4	5	4
Appointments (8)	1	1	1	As required
Appointments Sub-Committee (4)	4	0	2	As required

5.16 Councillors also sit on a number of other bodies that are not Committees established under the Local Government Act 1972 but are required by statute, for example the Health and Wellbeing Board, Safer Neighbourhood Board, Pensions Board, Corporate Parenting Board etc. In 2017/18 these bodies met:

- Health and Wellbeing Board - 5
- Community Sentencing Working Group - 5
- Corporate Parenting Board - 6
- SACRE - 5
- Whips meeting – 5
- Safer Neighbourhood Board - 3

5.17 The Council is always striving to ensure that it operates in the most effective and efficient way possible – whilst at the same time meeting its statutory obligations and the aspirations of residents. There is no doubt that, with the exception of the Licensing Committee which, by law, has to have a membership of ten, membership of several of the bodies above could be reduced without having a significant effect on their effectiveness. Indeed, in several instances decision-making could become much more efficient.

5.18 The Council has already taken a step towards reducing the amount of meetings and bodies by amalgamating the work and responsibilities of the Corporate Parenting Board with one of the restructured Policy Overview Committees, below. This has been done in recognition of the need to ensure that the Council operates in a slimmed down and efficient democratic structure.

5.19 Similarly the Council recently deleted the Pensions Committee from its structure and this is now an officer led body and the Community Sentencing Working Group referred to above has ceased it's work, reported to Cabinet and been deleted.

5.20 The reduction in the number of Licensing-Sub Committees from 22 only a few years ago to just 10 last year is reflective, not only of an increased level of officer delegation, but also improved processes whereby Member involvement is only required for the most serious or significant of cases.

5.21 The Council currently has four Planning Committees, although the Major applications sub-committee (HS2) will obviously be time limited. Proposals have been considered in the past for reducing the number and frequency of

Planning Committee meetings and the Council would commit to examine this issue again should the Commission recommend a reduced number of elected Members. For example, only 25% of all the items considered by the Planning Committees in 2017/18, could be regarded as items upon which a decision was made with significant debate. A thorough review of such items and the associated Scheme of Delegations to Officers, could considerably reduce the number and length of such meetings.

## **5.22 Scrutiny**

This essential part of the Council's democratic arrangements allows Members (who are not in the Cabinet) to formulate policy proposals and scrutinise local matters and Council policies.

5.23 Until May 2018, six Policy Overview and Scrutiny committees carried out the scrutiny role at Hillingdon and undertook a combination of in-depth reviews, one-off meetings on particular issues, and regular strategic monitoring of the Council's and its partners' performance. Although Policy Overview and Scrutiny committees do not have the power to make decisions on the Council's policies, they can make recommendations to the Cabinet. This has proved to be an effective and inclusive way of working.

## **5.24 Policy Overview and Scrutiny Committees**

At the Annual Council meeting on May 10, 2018 Council reviewed the way in which Scrutiny and Policy Review was undertaken with a view, once again, to streamlining the process and ensuring it is fit for purpose. This was also a recognition of the way in which the officer structure is now operating as a result of the BID process referenced earlier in this submission.

As a result of this review, there are now only three policy overview committees with a focussed role of reviewing and recommending improvements to a range of the Council's services:

- Corporate Services and Partnerships
- Residents', Education & Environmental Services
- Social Care, Housing and Public Health

### **Scrutiny Committees**

Two Scrutiny Committees complement the review work undertaken by the policy overview committees:

- Executive Scrutiny committee is responsible for scrutinising the decisions taken by Cabinet, individual Cabinet Members and officers and a majority of the committee can 'call-in' a decision and ask the Cabinet or decision-taker to reconsider.
- External Services Select committee is responsible for scrutinising services provided by non-council organisations in the borough including the public, private and voluntary sectors. The committee holds the health scrutiny powers conferred by the Health & Social Care Act 2001.

The following table shows the structure of Scrutiny and Policy Overview Committees for the current and last three years, the number of non-executive Members involved and the frequency of meetings:

<b>Committee and no. of serving Members 2017/18</b>	<b>No. of meetings 2015/16</b>	<b>No. of meetings 2016/17</b>	<b>No of meetings 2017/18</b>	<b>Projected No. of meetings 2018/19</b>
<b>Executive Scrutiny Committee (8)</b>	11	11	11	11
<b>External Services Scrutiny Committee (now Select Committee) (8)</b>	11	9	9	9
Children, Young People and Learning Policy Overview Committee (9)	9	8	8	Discontinued
Residents' and Environmental Services Policy Overview Committee (9)	9	7	7	Discontinued
Corporate Services and Partnerships Policy Overview Committee (9)	7	7	8	Discontinued
Social Services, Housing and Public Health Policy Overview Committee (9)	9	9	9	Discontinued
<b>Corporate Services and Partnerships (9)</b>	n/a	n/a	n/a	9
<b>Residents', Education &amp; Environmental Services (9)</b>	n/a	n/a	n/a	9
<b>Social Care, Housing and Public Health (9)</b>	n/a	n/a	n/a	9
<b>Total</b>	<b>56</b>	<b>51</b>	<b>52</b>	<b>47</b>

## 5.25 Delegations to Officers and Cabinet Members

The Authority has a reasonable level of delegation to officers. Although the Scheme of Delegations contained within the Constitution details most routine operational matters as being delegated to officers, there remain a considerable number of operational and strategic matters delegated specifically to individual Cabinet Members. However, the Cabinet Member decision-making process is designed to ensure that decisions are made swiftly and transparently in keeping with the way in which Hillingdon operates to the benefit of the residents.

Non-Executive Members do not have any delegated authority.

## 6. The Representational Role of Councillors in the Local Community

### 6.1 Casework

Individual Councillors manage and progress their casework with advice and guidance from officers as appropriate. The Council provides officer support within the two main party group offices and operates a dedicated **Members' Enquiries team** to expedite and assist Members with resolving ward-based issues.

6.2 This system, along with improved use of email and other media has revolutionised the way in which residents' communication with Members and the subsequent resolving of issues is conducted, allowing, as it does, for faster, less time-consuming communication.

6.3 It does not, of course mean that the size of Members' caseloads has necessarily reduced but it does mean that the amount a Member can deal with has increased significantly. This in turn has reduced the need for the number of Members required to govern the Council and advocate on behalf of their residents.

6.4 This is one of the most obvious and significant differences that has occurred in the 19 years since the last review and is one of the strongest arguments for a reduction in the number of elected Members across the Council as a whole.

6.5 The deadline for responses to Members' Enquiries is ten days and the vast majority are resolved within this timescale, providing a fast, efficient resolution to service enquiries and residents' issues.

6.6 Similarly, the availability of on line information, services and ways of reporting issues for residents and Councillors alike has also reduced the time required to undertake casework. The consistently high level of usage of the Member Enquiry system (shown below) is a reflection of its popularity and efficiency at helping to resolve ward issues.

Ward	2016	2017	Ward	2016	2017
Barnhill	188	129	Northwood	206	245
Botwell	815	657	Northwood Hills	151	109
Brunel	170	233	Pinkwell	378	327
Cavendish	152	219	South Ruislip	182	196
Charville	754	705	Townfield	380	424
Eastcote & ER	267	287	Uxbridge North	388	447
Harefield	190	218	Uxbridge South	118	154
Heathrow Villages	396	302	West Drayton	556	433
Hillingdon East	939	1152	West Ruislip	519	379
Ickenham	221	218	Yeading	786	507

Ward	2016	2017	Ward	2016	2017
Manor	140	136	Yiewsley	306	219
			<b>Total:</b>	<b>8202</b>	<b>7696</b>

- 6.7 It is worth noting that just over half of all the Member Enquiries submitted each year come from just 17% (11) of the Members of the Council. This clearly shows that the significance of the role of Members in representing and resolving residents' concerns varies greatly from Member to Member.
- 6.8 The ability for members of the public to 'self-serve' on line or in person has dramatically increased in recent years and the Council constantly seeking ways to improve the ability of residents to resolve issues without the need to involve elected Members.
- 6.9 It is clear from the following that, whilst the telephone remains by far the most popular way of residents making contact with the Council, the nation is becoming increasingly digitalised and the typical person is beginning to use digital technology in all aspects of their daily lives. The Office for National Statistics measures the access residents have to the internet and for 2017, 93% of residents in London used the internet (*source Internet access quarterly update ONS*).
- 6.10 According to the Office of National Statistics, in 2017, 80% of adults in Great Britain used the internet at least every day, up from 35% in 2006. Increases in daily computer usage between 2006 and 2017 were seen for all age groups, with the largest relative increase being for those aged 65 and over (from 9% to 51%).
- 6.11 Technology will increasingly empower the public to resolve issues themselves online directly with the Council, rather than rely on assistance from others. This will naturally require fewer Councillors to act as intermediaries and see a reduction in the traditional ward councillor role.

#### All Resident Contacts with the Council:

	2014	2015	2016	2017
<b>Telephone</b>	429167	411042	408669	416808
<b>Face to Face</b>	137776	153867	210543	189589
<b>Website</b>	96110	92853	95913	107040
<b>E-Mail</b>	15357	23987	37508	50581
<b>Other</b>	10129	12696	10945	10298
<b>Web form</b>	231	219	430	570
<b>Social Media</b>			53	252
	<b>688770</b>	<b>694664</b>	<b>764061</b>	<b>775138</b>

- 6.12 The Council operates a robust Corporate Complaints Policy and Procedure with the vast majority of complaints being resolved at an early stage with relatively few proceeding to the Local Government Ombudsman. This

process has greatly reduced the traditional role that Councillors had in assisting residents with complaints and Councillor involvement is now minimal.

### 6.13 **Community/neighbourhood representation**

Most Councillors conduct surgeries, which vary in nature and frequency according to the individual Councillor's assessment of need and demand. For example, some Councillors hold regular fortnightly meetings in such places as libraries, local community centres etc, whilst others prefer to make themselves available either through email, telephone conversations or by meetings with residents. Some Councillors find individual meetings a more personal and suitable way of engaging with people in their constituency than surgeries. The Council does not hold any data about the time spent by Councillors on the representation of individual electors.

- 6.14 The Council operates an innovative resident's involvement scheme known as the Street Champions initiative.



- 6.15 This network of volunteers actively report local issues and make a valuable contribution to the Council's aim to create safer, cleaner and greener neighbourhoods. Street Champions act as the 'eyes and ears' of the community. Recently the Council has improved channels of communication between Street Champions and the Council. As well as keeping Councillors informed of local issues being reported within the wards they represent, Champions enhance links with community safety including Neighbourhood Watch to quickly share important information with neighbours which could affect security and safety.

- 6.16 This scheme, which has a very encouraging and positive level of resident engagement does not require a Member involvement to operate and therefore, further reduces the workload of Members in some of the more 'day-today' issues of ward work.

### 6.17 **Appointments to outside bodies**

The number of outside bodies to which the Council nominates Councillors currently stands at 45. This is constantly being reviewed and has recently reduced from 75 due to a more robust approach being taken towards which organisations benefit from having Member representation and in turn, which organisations provide benefit to the Council and the community.

Several Members sit on a number of bodies due to their position as a Cabinet Member or a particular Ward Member, whilst some do not sit on any outside bodies at all.

- 6.18 The number of Councillors appointed as local authority school Governors has decreased significantly over recent years as more schools move away from local authority control. It is no longer the case that Members are expected to become governors or that schools are expected to have their local councillor as a Governor. Appointments are made from the local

community on merit and, therefore, this traditional element of the role of an elected Member has declined markedly.

6.19 In each aspect of the representational role, the workload of Councillors has reduced so that residents can be fully and effectively represented by the smaller number of Councillors now proposed.

#### **6.20 Other requirements of Councillors**

Councillors receive a comprehensive training programme annually. New Member induction includes key elements and essentials in undertaking the role of Councillor. Training is provided on standards & ethics, GDPR and regulatory matters such as planning and licensing. Other training is provided as required and the Council holds an annual Member Development Day at which training and briefings are given on a wide range of topics. Political Groups also provide ongoing development support to newer Councillors. Time required to be spent on training is limited.

## 7. Current and Projected Local Government Electoral Numbers

The table at Appendix 1a provides information about the Borough's wards and the number of electors within those wards as at June 2018. Despite the introduction of Individual Elector Registration (IER) in June 2014, which saw a significant drop in the number of adults on the Electoral Register, recent major electoral activities such as the EU Referendum and two General Elections has seen numbers recover and the overall number of electors currently on the Register has remained relatively stable.

The current number of local government electors is 201,209, as at June 2018, and the average number of electors per ward is 9,146.

This equates to an average number of electors per Member, across the Borough of 3,096. The biggest variations from the average are to be found in:

- Botwell with 3,815,
- West Drayton with 3,730 and
- Townfield with 3,412 (all over 10% above the average);
  
- Ickenham with 2,737,
- Heathrow Villages with 2,763 and
- Northwood with 2,759 (all below 10% of the average).

### 7.1 Projected Electoral Numbers

The Council has undertaken work to produce a projection of the number of electors in 2024. Appendix 1b provides information about the methodology and data used. In summary, it is projected that the number of electors will rise by approximately **13% across the Borough as a whole to a figure of 227,620.**

7.2 This projected increase can be attributed in part to the effect that the forthcoming Elizabeth Line (Crossrail) is having on increasing development in the south of the Borough. Other authorities on the Elizabeth Line route who are also undertaking an electoral review are indicating similar significant rises in their electorate, such as the Royal Borough of Windsor and Maidenhead (12.4%) and the London Borough of Redbridge (11.03%).

7.3 The projections show that, due to specific development that can be evidenced, a number of current wards will increase in size at a higher rate than the average during the period of projections. In accordance with London Plan methodology, all sites greater than 0.25 hectares have been taken into account when determining how the distribution of growth in the Borough will relate to individual wards and polling districts.

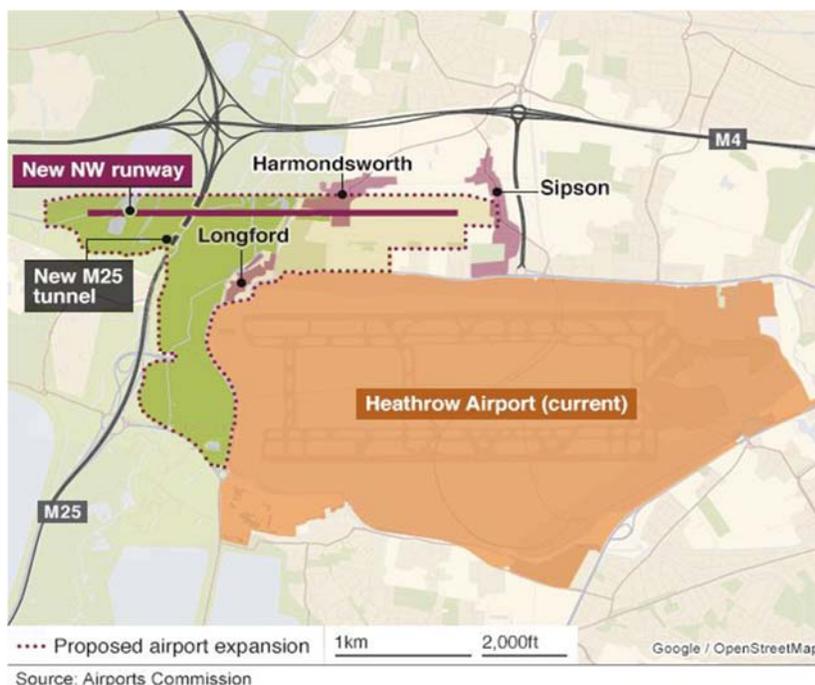
7.4 In addition, the Council has included a number of additional developments on sites without planning permission at this stage but which the Council can say with a large degree of certainty will commence development within the period of the review that should also be taken into account namely:

- those which we know will be developed based on the local plan and land use allocations including several sites where the Elizabeth Line (Crossrail) development has clearly influenced and encouraged development in the south of the Borough along a Hayes, Yiewsley, West Drayton corridor with services due to begin in full in December 2019, and
- a projection of the likely number of small developments based on the average number approved over the last 5 years (an annual average of 238.8 units per year).

## 7.5 Heathrow Airport Expansion

The Commission will be aware of the statement made by the Secretary of State for Transport, Chris Grayling in the House of Commons on 5 June and the subsequent vote in the House of Commons on 25 June, regarding the construction of a third runway at Heathrow Airport. The effect of the vote was to approve the Government's National Policy statement, which, in effect, grants outline planning permission.

- 7.6 The next step in to published detailed expansion plans and go through a planning inquiry. If implemented, this will have a significant effect on the residents of the Borough, which the Council maintains should be taken into account when considering future electorate numbers as well as the number of elected Members given that a large proportion of an existing ward will disappear.



- 7.7 The owners of the airport have said that they anticipate having final Oplanning permission by 2021 and to have the new runway operational between 2026 and 2030, which would mean that any change in the Borough's population caused by the development would take effect within the six-year period stipulated for this review.

7.8 Whilst the Council will continue its cross-party, united approach to put its residents first and provide robust opposition to this proposal, it would be remiss of the Commission not to consider the devastating effect this could have on the population of the Borough around Heathrow airport and, in particular, the villages of Longford, Harmondsworth and Sipson. In polling district HD1 almost 600 properties will be lost and the electoral register would be likely to be affected by the loss of somewhere between 900 and 1,000 Local Government Electors, on current levels.

## **8. Future plans or developments affecting the Council**

### **8.1 Challenges**

Balancing reductions in funding with the ever increasing demands on services continues to be a challenge. The period to 2022 will continue to be challenging and the Council will need to review continuously the services provided and the ways in which they are provided. It means being open to using the best way of securing service outcomes and thinking creatively about how to get the most from available resources.

8.2 A reduction in the number of elected Members allied to a potential further reduction in the decision making structure would, of course, produce consequential savings. Currently each Member receives a Basic Allowance of £11,257.44 per annum and Members holding significant positions (Leader, Cabinet Member, Chairmen etc.) receive Special Responsibility Allowances.

8.3 In addition, the costs of providing support in the form of equipment and staffing for Members would also be reviewed as a consequence of reducing the number of elected Members.

8.4 In summary, whilst it is accepted that there are ever increasing and varied demands on the time of elected Members, the way in which the Council operates allows for those competing demands to be met in a much more efficient and effective way with the result that there is a clear case, across the whole Council area for managing the workload of the Council with fewer Members.

## APPENDIX 1a

### London Borough of Hillingdon Local Government Electorate by Ward as at June 2018

		Divided by the Number of Cllrs	Current Ratio of electors to Cllrs:
BARNHILL	9,246	/3	3,082
BOTWELL	11,445	/3	3,815
CHARVILLE	9,039	/3	3,013
HEATHROW VILLAGES	8,288	/3	2,763
PINKWELL	10,099	/3	3,366
TOWNFIELD	10,237	/3	3,412
WEST DRAYTON	11,189	/3	3,730
YEADING	9,293	/3	3,098
EASTCOTE & EAST RUISLIP	10,032	/3	3,344
HAREFIELD	5,717	/2	2,859
ICKENHAM	8,210	/3	2,737
NORTHWOOD	8,276	/3	2,759
NORTHWOOD HILLS	8,936	/3	2,979
WEST RUISLIP	9,037	/3	3,012
BRUNEL	8,429	/3	2,810
CAVENDISH	8,912	/3	2,971
HILLINGDON EAST	9,134	/3	3,045
MANOR	8,760	/3	2,920
SOUTH RUISLIP	9,221	/3	3,074
UXBRIDGE NORTH	9,975	/3	3,325
UXBRIDGE SOUTH	8,378	/3	2,793
YIEWSLEY	9,356	/3	3,119
	<b>201,209</b>		<b>Average of 3,096</b>
	Average number of electorate per ward = <b>9146</b>	over 10% of average number of electors per Members	
		under 10% of average number of electors per Member	

**Projecting the London Borough of Hillingdon Local Government Electorate to 2024**

From the formation of the Borough in 1964 until 1993 there were minor population fluctuations but in the main the population of the Borough was fairly stable at around the 234,000 mark. From 1993 to 2006 there was a steady year on year increase (with the exception of a small dip in 2001) to 254,000.

The last decade has seen a steady increase in the growth of the number of residents within the Borough.

Below is a table showing the estimated increase in the population of the borough over the next 7 years according to the Office of National Statistics\*.

Year	Population	Growth	18+ population	Growth
2018	308,635		234,113	
2019	312,582	1.3%	236,713	1.1%
2020	316,217	1.2%	238,994	1%
2021	319,583	1.1%	241,149	0.9%
2022	322,682	1%	243,261	0.9%
2023	325,534	0.9%	245,366	0.9%
2024	<b>328,273</b>	0.8%	<b>247,519</b>	0.9%

\*ONS Sub National Population Projections (published May 2018)

In calculating the estimated Local Government electorate for the Borough in 2024 the following calculations have been undertaken:

- a) The ratio of the 18+ population now (234,113) to the number on the electoral roll (201,209) (see Appendix 1a) is 86%
- b) Projecting the same ratio forward to 2024 with an estimated 18+ population (above) of 247,519 would produce an electorate of **212,866**.
- c) To be added to this is the projection of new residential units to be completed on Major Sites (those greater than 0.25 ha) between 01/04/2017 and 31/03/2024 with planning approval / prior approval = 4,194 (shown on pages 24/25)
  - o The number of units is converted to an average household size of 2.67 per unit (Source: Census 2011, Taken from LBH SHMA 2016) = 11,198 people.
  - o The ratio of overall population to 18+ population is approximately 75%. This would, therefore, equate to approximately 8,398 additional over 18's
- d) Using the same ratio of 18+ population to numbers on the electoral roll of 86% would equate to 7,223 additional electors bringing the total to **220,089 - an increase of approximately 9.3%**
- e) The difference between the general electorate of 2018 (201,209) (Appendix 1a) and 2024 (212,866) is 11,657 which will be divided amongst the 22 wards and

their polling districts on the same proportion as at present, whilst the additional 7,223 electors produced by developments will be added to the specific polling districts in which those developments sit.

### Additional developments

However, the Council would contend that there are a number of additional developments on sites without planning permission at this stage but which the Council can say with a large degree of certainty will commence development within the period of the review that should also be taken into account namely:

- those which we know will be developed based on the local plan and land use allocations (shown on page 26) including several sites where the Elizabeth Line (Crossrail) development has clearly influenced and encouraged development in the south of the Borough along a Hayes, Yiewsley, West Drayton corridor with services due to begin in full in December 2019, and
- a projection of the likely number of small developments based on the average number approved over the last 5 years (an annual average of 238.8 units per year – shown on page 27).

Taking these into account equates to an additional 4,374 units

- 4,374 units converted to an average household size of 2.67 per unit (Source: Census 2011, Taken from LBH SHMA 2016), equates to an additional population of 11,678
- The ratio of overall population to 18+ population is approximately 75%. This, therefore would result in an 18+ population increase of 8,758

Using the same ratio this would produce an additional electorate of 7,531. Added to the 220,089 at d) above, equates to a total electorate of:

### **227,620 – an increase of approximately 13%**

#### Summary of calculation

						Electorate
A	2024 population (ONS)	328,273				
B	2024 18+ population (ONS)	(*75% of A)	247,519			
C	Projected 2024 electorate		*86% of B			<b>212,866</b>
D	Add Developments with planning permission up to 2024	4,194 units	= 11,198 pop'n	= 8,398 over 18 pop'n	= 7,223 electorate. Add to C =	<b>220,089</b>
E	Add additional developments	4,374 units	= 11,678 pop'n	= 8,758 over 18 pop'n	= 7,531 electorate. Add to D =	<b>227,620</b>

The additional developments outlined above have been allocated to wards and polling districts based on

- i) where it is known that the major developments greater than 0.25ha are due to take place and
- ii) for the additional small developments, on the same ratio per ward as developments have taken place in the last 5 years.

#### Notes

- Vacant Dwellings - Hillingdon does not have a major issue with vacant dwellings in new developments and the forecast of the electorate assumes that the rate of vacant dwellings will remain broadly similar.
- Where no development of greater than 0.25ha is anticipated, the population rise in the ward has been applied equally across all polling districts.

The breakdown of the projected TOTAL local government electorate in 2024 by wards / polling districts is as follows:

Ward Total Local Government Electorate 2024	Polling District	Electors per Polling District
<b>Barnhill</b> 10,036 (Currently 9,246)	HA1	2517
	HA2	3855
	HA3	3664
<b>Botwell</b> 16,288 (Currently 11,445)	HB1	5193
	HB2	2960
	HB3	4166
	HB4	3969
<b>Brunel</b> 9,081 (Currently 8,429)	UA1	2291
	UA2	3861
	UA3	2928
<b>Cavendish</b> 9,623 (Currently 8,912)	UB1	2924
	UB2	3220
	UB3	3479
<b>Charville</b> 9,668 (Currently 9,039)	HC1	3997
	HC2	1261
	HC3	4410
<b>Eastcote&amp; E Ruislip</b> 10,647 (Currently 10,032)	RA1	2887
	RA2	2734
	RA3	1613
	RA4	3413
<b>Harefield</b> 6,116 (Currently 5,717)	RB1	2046
	RB2	2445
	RB3	1626
<b>Heathrow Villages</b> 8,860 (Currently 8,288)	HD1	1572
	HD2	2825
	HD3	4463
<b>Hillingdon East</b> 10,100 (Currently 9,134)	UC1	3156
	UC2	2493
	UC3	4451
<b>Ickenham</b> 8,831 (Currently 8,210)	RC1	3029
	RC2	3985
	RC3	1817
<b>Manor</b>	UD1	2824

Ward Total Local Government Electorate 2024	Polling District	Electors per Polling District
<b>9,361</b> (Currently 8,760)	UD2	3370
	UD3	3166
<b>Northwood</b> <b>8,990</b> (Currently 8,276)	RD1	3446
	RD2	2028
	RD3	3516
<b>Northwood Hills</b> <b>9,541</b> (Currently 8,936)	RE1	3817
	RE2	3111
	RE3	2612
<b>Pinkwell</b> <b>11,000</b> (Currently 10,099)	HE1	5886
	HE2	5114
<b>South Ruislip</b> <b>10,395</b> (Currently 9,221)	UE1	4378
	UE2	3242
	UE3	2775
<b>Townfield</b> <b>11,635</b> (Currently 10,237)	HF1	3205
	HF2	4343
	HF3	4087
<b>Uxbridge North</b> <b>12,887</b> (Currently 9,975)	UF1	3742
	UF2	4736
	UF3	2677
	UF4	1732
<b>Uxbridge South</b> <b>10,232</b> (Currently 8,378)	UG1	3652
	UG2	3750
	UG3	2830
<b>West Drayton</b> <b>12,749</b> (Currently 11,189)	HG1	1896
	HG2	3582
	HG3	4311
	HG4	2960
<b>West Ruislip</b> <b>9,850</b> (Currently 9,037)	RF1	3680
	RF2	3552
	RF3	2619
<b>Yeading</b> <b>10,188</b> (Currently 9,293)	HH1	3047
	HH2	3748
	HH3	3394
<b>Yiewsley</b> <b>11,541</b> (Currently 9,356)	UH1	1063
	UH2	6117
	UH3	4361
<b>Total</b>		<b>227,620</b>

		<b>Projection of new residential units to be completed on Major Sites (&gt;0.25 ha) between 01/04/2017 and 31/03/2024 (By Site)</b>	2017/	2018/	2019/	2020/	2021/	2022/	2023/
			18	19	20	21	22	23	24
Ward	PD	<b>Strategic Sites With Planning Permission/Prior Approval (&gt;0.25 ha)</b>							
Botwell	HB1	Enterprise House, Botwell (96 Units)				48	48		
Botwell	HB1	The Old Vinyl Factory, Botwell (562 Units)		243	107	106	106		
Botwell	HB1	Eastern End of Blyth Road Site A, Botwell (120 Units)		60	60				
Cavendish	UB1	Audit House, Cavendish (35 Units)		35					
Northwood	RD3	36-40 Rickmansworth Road, Northwood (21 Units)			11	10			
Pinkwell	HE1	Building 3, Hyde Park Hayes, Pinkwell (157 Units)					79	78	
South Ruislip	UE2	Braintree Road (Arla), South Ruislip (116 Units)	96	20					
South Ruislip	UE1	*Bourne Court, South Ruislip (69 Units)				35	34		
South Ruislip	UE1	Eagle House, South Ruislip (22 Units)				11	11		
South Ruislip	UE1	*Acol Crescent, South Ruislip (33 Units)			33				
Uxbridge North	UF2	RAF Uxbridge, Uxbridge North (995 Units)	56	85	250	301	193	110	
Uxbridge North	UF3	297 - 299 Long Lane, Uxbridge North (33 Units)						17	16
Uxbridge South	UG1	Grand Union Office Park, Uxbridge South (251 Units)		118	60	73			
Uxbridge South	UF1	Fassnidge Memorial Hall, Uxbridge South (80 Units)		40	40				
Uxbridge South	UG3	Waterloo Wharf, Uxbridge South (52 Units)			26	26			
Uxbridge South	UG2	Randalls Building, Uxbridge South (58 Units)				29	29		
Uxbridge South	UG3	Bridge House, Riverview House & Waterside House, Uxbridge South (237 Units)			123	57	57		
Uxbridge South	UG3	Dolphin Bridge House, Uxbridge South (41 Units)				41			
West Drayton	HG3	RAF West Drayton, West Drayton (204 Units)	204						
Yiewsley	UH2	Trout Road Site B (Caxton House), Yiewsley (44 Units)	44						
Yiewsley	UH2	Padcroft Works Site B, Yiewsley (100 Units)						50	50
Yiewsley	UH2	Trout Road Site C , Yiewsley (24 Units)						12	12
Yiewsley	UH2	21 High Street, Yiewsley (51 Units)	51						

		<b>Projection of new residential units to be completed on Major Sites (&gt;0.25 ha) between 01/04/2017 and 31/03/2024 (By Site)</b>						2017/	2018/	2019/	2020/	2021/	2022/	2023/	
								18	19	20	21	22	23	24	
Ward	PD	<b>Strategic Sites With Planning Permission/Prior Approval (&gt;0.25 ha)</b>													
West Drayton	HG3	The Blues Bar, West Drayton (38 Units)							19	19					
West Drayton	HG3	Former West Drayton Police Station, West Drayton (53 Units)							27	26					
West Drayton	HG3	Former British Legion, West Drayton (13 Units)							7	6					
West Ruislip	RF3	RAF West Ruislip, West Ruislip (105 Units)						53	52						
Yeading	HH1	*Maple & Poplar Day Centre, Maple Road, Yeading (34 Units)								34					
Yiewsley	UH2	Padcroft Works Site A, Yiewsley (315 Units)								105	105	105			
Yiewsley	UH2	Trout Road Site A (Kirby and Rainbow Industrial Estates), Yiewsley (149 Units)								50	50	49			
Yiewsley	UH2	Land to Rear of Horton Road, Yiewsley (86 Units)									43	43			
							<b>504</b>	<b>706</b>	<b>950</b>	<b>935</b>	<b>754</b>	<b>267</b>	<b>78</b>		

Ward	PD	Projection of new residential units to be completed on Major Sites (>0.25 ha) between 01/04/2017 and 31/03/2024 (By Site)	2019/	2020/	2021/	2022/	2023/
			20	21	22	23	24
Barnhill	HA3	Former Allotments and Melrose Close Car Park, Barnhill (83 Units)		42	41		
Botwell	HB1	Eastern End of Blyth Road Site B, Botwell (93 Units)				47	46
Botwell	HB1	Fairview Business Centre Sites A & B, Botwell (260 Units)				87	87
Botwell	HB2	Land to South of the Railway, including Nestle Site A (1,386 Units)			355	132	179
Botwell	HB2	Land to South of the Railway, including Nestle Site B (300 Units)				100	100
Botwell	HB2	Land to South of the Railway, including Nestle Site C (500 Units)				100	100
Botwell	HB1	Crown Trading Estate, Botwell (197 Units)				66	66
Cavendish	UB2	281 - 285 Field End Road, Cavendish (27 Units)				14	13
Charville	HC2	Charles Wilson Engineers, Charville (34 Units)				17	17
Hillingdon East	UC3	Master Brewer and Hillingdon Circus Site B, Hillingdon East (250 Units)				84	83
Manor	UD2	Royal Mail Sorting Office, Manor (22 Units)				11	11
Northwood	RD2	London School of Theology, Green Lane, Northwood (12 Units)			12		
South Ruislip	UE1	West End Road, South Ruislip (30 Units)				15	15
Townfield	HF3	Chailey Industrial Estate Site A, Townfield (198 Units)				66	66
Townfield	HF3	Silverdale Road/Western View Site A, Townfield (122 Units)	41	41	40		
Townfield	HF3	Silverdale Road/Western View Site B, Townfield (119 Units)				40	40
Townfield	HF3	Silverdale Road/Western View Site C, Townfield (122 Units)				25	25
Townfield	HF3	Benlow Works, Townfield (36 Units)				18	18
Townfield	HF1	401 Uxbridge Road, Hayes, Townfield (20 Units)	20				
Uxbridge North	UF2	St Andrew's Park (Annington Homes Site), Uxbridge North (330 Units)				66	66
Uxbridge North	UC3	Master Brewer and Hillingdon Circus Site A, Uxbridge North (140 Units)				47	47
Yeading	HH2	Former Vehicle Testing Station, Yeading (84 Units)				42	42
Yeading	HH3	Hayes Bridge, Yeading (40 Units)				20	20
Yiewsley	UH2	Potential scheme (confidential)			72		
			<b>61</b>	<b>83</b>	<b>520</b>	<b>997</b>	<b>1041</b>

**The annual average completions on Small Sites = 238.8  
units**

**Estimated Proportion of Annual Average to be Applied to  
Each Ward After Indexation (<0.25ha)**

<b>Wards</b>	<b>Annual Average * Index based on the previous 5 years</b>	<b>Rounded</b>	<b>Pop'n</b>	<b>18+ pop'n</b>	<b>electorate</b>	<b>x7 years</b>
Barnhill	9.2	9	25	18	16	111
Botwell	26.4	26	70	53	45	318
Brunel	13.6	14	36	27	23	164
Cavendish	7.4	7	20	15	13	89
Charville	3.8	4	10	8	7	46
Eastcote and East Ruislip	2.8	3	7	6	5	34
Harefield	5.6	6	15	11	10	68
Heathrow Villages	7.6	8	20	15	13	92
Hillingdon East	12.4	12	33	25	21	149
Ickenham	12	12	32	24	21	145
Manor	4.6	5	12	9	8	55
Northwood	14.8	15	40	30	25	178
Northwood Hills	7.2	7	19	14	12	87
Pinkwell	3.8	4	10	8	7	46
South Ruislip	14.4	14	38	29	25	174
Townfield	4	4	11	8	7	48
Uxbridge North	14.4	14	38	29	25	174
Uxbridge South	10.8	11	29	22	19	130
West Drayton	18.2	18	49	36	31	219
West Ruislip	9	9	24	18	15	108
Yeading	7	7	19	14	12	84
Yiewsley	29.8	30	80	60	51	359
<b>Total</b>	<b>238.8</b>					<b>2879</b>

## APPENDIX 2a

### Electoral Arrangements in London Boroughs

	Total electorate at 1/12/2017	Number of Wards/ Divisions	Council Size	Electors per Councillor	Area (Hectare)	Density (Electors per Hectare)
Croydon	267,312	24	70	3,819	8,652	30.9
Ealing	235,295	23	69	3,410	5,553	42.4
<b>Hillingdon</b>	<b>202,646</b>	<b>22</b>	<b>65</b>	<b>3,118</b>	<b>11,570</b>	<b>17.5</b>
Barnet	260,290	21	63	4,132	8,674	30.0
Brent	224,176	21	63	3,558	4,323	51.9
Enfield	214,761	21	63	3,409	8,083	26.6
Harrow	185,183	21	63	2,939	5,047	36.7
Lambeth	224,625	21	63	3,565	2,682	83.8
Redbridge	212,374	21	63	3,371	5,641	37.5
Southwark	213,495	21	63	3,389	2,885	71.7
Bromley	240,586	22	60	4,010	15,015	15.8
Hounslow	189,982	20	60	3,166	5,598	34.1
Merton	152,167	20	60	2,536	3,761	39.8
Newham	204,757	20	60	3,413	3,622	53.2
Waltham Forest	183,310	20	60	3,055	3,881	47.6
Wandsworth	234,186	20	60	3,903	3,426	68.0
Westminster	140,987	20	60	2,350	2,148	64.3
Hackney	176,936	19	57	3,104	1,906	91.0
Haringey	173,359	19	57	3,041	2,959	59.2
Camden	155,613	18	54	2,882	2,180	71.3
Havering	192,564	18	54	3,566	11,227	16.8
Lewisham	199,524	18	54	3,695	3,515	55.8
Richmond Upon Thames	141,430	18	54	2,619	5,742	24.2
Sutton	151,382	18	54	2,803	4,385	34.5
Barking & Dagenham	132,549	17	51	2,599	3,609	36.7
Greenwich	184,823	17	51	3,624	4,735	39.0
Kensington & Chelsea	99,213	18	50	1,984	1,213	87.8
Islington	154,346	16	48	3,216	1,486	103.9
Kingston Upon Thames	118,621	16	48	2,471	3,725	31.8
Hammersmith & Fulham	130,152	16	46	2,829	1,640	79.4
Bexley	175,368	17	45	3,897	6,056	29.0
Tower Hamlets	191,897	17	45	4,264	1,977	97.1

## APPENDIX 2b

### Electoral Arrangements in CIPFA designated LBH Statistical Neighbours

Electoral arrangements	Total electorate at 1/12/2017	Number of Wards/ Divisions	Council Size	Electors per Councillor	Area (Hectare)	Density (Electors per Hectare)
<b>Hillingdon</b>	<b>202,646</b>	<b>22</b>	<b>65</b>	<b>3,118</b>	<b>11,570</b>	<b>17.5</b>
Barnet	260,290	21	63	4,132	8,674	30.0
Redbridge	212,374	21	63	3,371	5,641	37.5
Hounslow	189,982	20	60	3,166	5,598	34.1
Sutton	151,382	18	54	2,803	4,385	34.5
Coventry	230,239	18	54	4,264	9,864	23.3
Derby	175,878	17	51	3,449	7,803	22.5
Reading	112,362	16	46	2,443	4,040	27.8
Bexley	175,368	17	45	3,897	6,056	29.0
Slough	94,683	15	42	2,254	3,254	29.1
Bedford	129,657	27	41	3,162	47,641	2.70