

Appendix 1 – Changes to Cabinet Portfolios and Lead Member Responsibilities

The Executive – The Leader and Cabinet Members

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| Leader | Councillor Stephen Cowan |
| Deputy Leader¹ | Councillor Ben Coleman |
| Cabinet Member for Children and Education | Councillor Alexandra Sanderson |
| Cabinet Member for Civic Renewal | Councillor Bora Kwon |
| Cabinet Member for Climate Change and Ecology | Councillor Wesley Harcourt |
| Cabinet Member for Economy | Councillor Andrew Jones |
| Cabinet Member for Finance and Reform | Councillor Rowan Ree |
| Cabinet Member for Housing and Homelessness | Councillor Frances Umeh |
| Cabinet Member for Public Realm | Councillor Sharon Holder |
| Cabinet Member for Social Inclusion and Community Safety | Councillor Rebecca Harvey |

Lead Members

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| Lead Member for European Co-operation | Councillor Florian Chevoppe-Verdier |
| President – H&F Enterprise Board | Councillor Zarar Qayyum |
| Lead Member for Culture and Heritage | Councillor Mercy Umeh |
| Lead Member for Community Mental Health | Councillor Lucy Richardson |
| Lead Member for Support for Older People | Councillor Asif Siddique |
| Lead Member for Inclusive Community Engagement and Co-Production | Councillor Patricia Quigley |
| Lead Member for Youth Advancement | Councillor Trey Campbell-Simon |
| Lead Member for Women and Girls | Councillor Emma Apthorp |

¹ Responsible for Adult Social Care and Health

Executive Members - Generic Responsibilities and Functions

The Full Council elects the Leader of the Council. Other Executive Members at Hammersmith & Fulham are appointed by the Leader to provide clear and visible leadership and political accountability for the services and activities covered by their portfolios.

These roles include:

- Leading the community planning process and the search for best value, with input and advice from Overview and Scrutiny Committees which are called the Policy Unit and Oversight Board, and Policy and Accountability Committees (PACs) and other interested parties;
- Leading the preparation of the Council's policies and budget;
- Taking in-year decisions on resources and priorities to deliver and implement the budget and policies decided by Full Council;
- Working closely with residents, amenity societies and resident and tenant associations, along with other strategic partners to deliver the highest quality services at the lowest cost to the Council Tax and Business Rate payer.

Executive Councillors work to the same national code of conduct as all members of the Council. The manner in which they carry out these roles, in relation to the Council's directors and senior management, is governed by a code set out in Part 5 of this Constitution.

Functions

The generic functions which are common to the Leader, Deputy Leader and all Cabinet Members, who collectively make up the Executive, are defined as follows.

1. To be responsible for ensuring that the objectives set by the Council and by the Executive in respect of their portfolio are met, and that adequate systems are in place to monitor performance against those objectives.
2. To make recommendations to the Cabinet on Key Decisions relating to their portfolio ('Key Decisions' being defined by Article 12 of this Constitution).
3. To make recommendations to the Cabinet on proposals in relation to the Council's Budget and Policy Framework, on matters relating to their portfolio. (Such proposals may be initial or final, before or after consideration by relevant Policy and Accountability Committees in accordance with the Budget and Policy Framework rules set out in this Constitution).
4. To arrange for appropriate consultation on proposed Key Decisions as published in the Council's Key Decisions list, with relevant Policy and Accountability Committees, and with partner bodies and parties outside the Council.
5. To take decisions on matters within their portfolio other than those defined as 'Key Decisions', ensuring that these are properly considered, reported, and

recorded in accordance with the Access to Information Procedure Rules set out in Part 4 of this Constitution.

6. To receive budgetary control reports for services and activities within their portfolio, and to take action necessary to control the budget of those services within the Council's approved Budget and Policy Framework.
7. Where an Executive Councillor is absent or has a prejudicial interest in a matter or is otherwise unable to action decisions in respect of matters within their portfolio, such decisions may be taken by the Leader (or the Deputy Leader in the case of the Leader being absent) or by the Cabinet.

An Executive Councillor may establish an Advisory Group to advise them on policy issues.

Executive Councillors do **not** have powers to take decisions on:

- Functions defined by the Local Government Act 2000 as the responsibility of the Full Council (see Article 4);
- Functions delegated to regulatory or quasi-judicial bodies (see Part 3 – Responsibility for Functions) or any other functions defined by regulations as non-executive functions;
- Functions delegated by the Council exclusively to Officers (see Part 3 – General Scheme of Delegation).

Each Executive Member in conjunction with all other Executive Members are responsible for:

- The Chief Executive
- All Chief Officers and Service Directors

Executive Members - Responsibilities and Portfolios

Leader of the Council

1. Introduction

- 1.1 The Leader of Hammersmith & Fulham Council is elected by the Full Council to provide clear and visible leadership and political accountability for the services and activities covered by their portfolio. The Leader is responsible for all executive functions of the Council and shall determine by means of schemes of delegation or otherwise how these functions are to be discharged.
- 1.2 The Leader has authority to discharge any executive function, or to decide to delegate any executive function to the Executive, or to any other Executive member in accordance with the Responsibilities and Portfolios of the Executive maintained in Part 3 of the Constitution, or to Officers, or to any other authority or any joint arrangements.

2. Scope of Portfolio

The portfolio covers the following areas:

- 2.1 Appointing to and removing from office up to nine Cabinet Members, one of whom shall be appointed Deputy Leader, and Lead Members/ Cabinet Assistants.
- 2.2 Ensuring collective deliberation with Cabinet Members.
- 2.3 Representing and acting as ambassador for the Council and providing community leadership.
- 2.4 Fostering and supporting community resilience, including the networks of residents, organisations and businesses that support this.
- 2.5 Providing leadership and responsibility for ensuring the Council's vision and its values are uppermost for the Council.
- 2.6 Overall responsibility for leading the Council's response and recovery to Covid-19.
- 2.7 Strategic policy initiatives.
- 2.8 The provision of services in respect of electoral and other registration services.
- 2.9 Reports from an independent person designated to investigate allegations of misconduct against the Council's Head of Paid Service.

- 2.10 Appointing or nominating and where appropriate removing the Council's representatives on appropriate outside bodies, charitable organisations and Council-owned companies and subsidiaries.
- 2.11 The development, monitoring and implementation of the Council's Communications Strategy and the provision of information regarding the Council's services.
- 2.12 Responsibility for ensuring that that the Council is responsive to the needs of local neighbourhoods and serves them well.
- 2.13 Subject to the Council's Contract Standing Orders, the Leader may (under the "strong Leader model") take any decision likely to incur savings or expenditure of more than £300,000 if they consider in all the circumstances that it is impracticable to defer the decision until the next scheduled meeting of the Executive (Cabinet). Any such decision shall be taken in compliance with the Access to Information Procedure Rules.
- 2.14 Ensuring the delivery of greater value services that seek to improve outcomes and customer services.
- 2.15 Promotion of democracy and public engagement.

3. Delegated Powers

Urgent Decisions

- 3.1 By virtue of section 15(9) of the Local Government Act 2000, the Leader may exercise any Executive Function which has been delegated to the Cabinet or to an individual Cabinet Member or to an Officer.
- 3.2 By convention, the Leader will only exercise such powers where:
 - (a) Deferring the decision until the next meeting of Cabinet would carry such unreasonable risk of damage to the Council or its area that it would be unreasonable to defer the decision until the next meeting of Cabinet.
 - (b) An Officer possessing a delegated power has referred the matter to the Leader for determination.
 - (c) In any case, the Leader has consulted the Deputy Leader and the relevant Cabinet Member(s).

Deputy Leader

1. Scope of Portfolio

- 1.1 In the absence of the Leader, those areas assigned to the Leader, except with regard to those areas/powers specifically reserved for decision to the Council itself.
- 1.2 Representing the Council's views on matters of corporate or strategic policy and any other matters which are within these terms of reference.
- 1.3 Ensuring the Council's compliance with all relevant UK legislation.
- 1.4 Ensuring the effectiveness of the Council's procedures to secure public access to information and open government, including procedures relating to petitions, deputations and other representations.
- 1.5 Responsible for providing leadership on Covid-19 response and recovery for all matters within this portfolio.
- 1.6 Strategic responsibility for Co-production.

2. Adult Social Care and Health

- 2.1 The Council's policies and strategic plans relating to Adult Social Services and Supporting People Programme for specialist Housing Support.
- 2.2 Responsibility for commissioning and contracting effective and efficient services across social care which can achieve real outcomes for residents and service users.
- 2.3 Chairing the Health & Wellbeing Board.
- 2.4 Meeting the Council's statutory functions under The Care Act, NHS and Community Care Act 1990, Immigration and Asylum Act 1999, Health Act 2006 and other appropriate legislation.
- 2.5 Ensuring that the needs of vulnerable adults are met.
- 2.6 Determining applications for financial assistance for community and voluntary organisations within the borough that fall within this portfolio.
- 2.7 Developing and monitoring service provision in respect of residential facilities, provided for older people, the chronically sick, disabled people, people with learning disabilities, people affected by HIV/Aids and people with mental health needs.
- 2.8 The development of joint and partnership working, including joint commissioning of services with the NHS for the provision of social and health care.

- 2.9 The development, monitoring and implementation of the Council's strategy in respect of better government for older people and people with disabilities.
- 2.10 The development of policies and strategies to retain and enhance high quality GP, other primary, community and acute health care services, including at Charing Cross Hospital and Milson Road Health Centre.
- 2.11 To act as Lead Member for physical health and wellbeing and to work with the Lead Member for Community Mental Health.

3. Public Health

- 3.1 The promotion of health education and public awareness of health issues within the borough, and implementation and monitoring of projects and services in relation to public health provision.
- 3.2 The commissioning and contracting of local authority public health services within the borough, joint commissioning with partner organisations, and monitoring that these contracts are managed effectively.
- 3.3 Consultation with the agencies and voluntary organisations concerned with public health matters in the borough and encouraging and supporting the development of such organisations.
- 3.4 The establishment of partnerships and other forms of collaborative working with the DHSC and NHS partners to develop and monitor joint programmes and other projects and services relating to public health provision and education within the borough.
- 3.5 The development, monitoring and implementation of drug and alcohol policies.

4. Functions shared with the Cabinet Member for Children and Education

- 4.1 Determining applications for financial assistance from the Voluntary Sector and Community Organisations within the Borough that fall within this portfolio.

Note: The Deputy Leader is responsible for:

In conjunction with the Leader:

The Strategic Director of Social Care
The Director of Public Health

Cabinet Member for Civic Renewal

Scope of Portfolio

1. General

- 1.1 Responsibility for connecting the Council's continuous improvement and cultural change agenda with residents and communities – so that the voice of residents helps to lead reform.
- 1.2 Representing the Council's views on matters of corporate or strategic policy and any other matters which are within these terms of reference.
- 1.3 Developing approaches to ensure that all residents have increasing access to opportunity across the social, cultural, political, and economic life of the borough.
- 1.4 Ensuring the Council's discussions with residents lead to policy development which reflects and is informed by genuine local concerns in line with the Council's commitment to doing things with residents rather than to them.
- 1.5 In consultation with the relevant portfolio holder, the planning, implementation and review of public consultation and community engagement initiatives relating to strategic, borough-wide issues and the impact of the Council's representation on external organisations.
- 1.6 Responsible for providing leadership on Covid-19 response and recovery for all matters within this portfolio.
- 1.7 Oversight of Resident Engagement Boards

2 Communications and resident insight

- 2.1 Working across the Council to develop effective strategies that improve all the Council's communications.
- 2.2 Ensuring customer satisfaction and clear communication is seen as central to everything everyone working at the Council says and does, ensuring all staff and contractors are better equipped to listen to, understand and respond to the concerns of residents and that all written communication meets set standards.
- 2.3 The Council's customer care and complaints policies. Ensuring that complaints are managed in an effective and timely fashion and that complaints are treated as an opportunity to learn and improve.
- 2.4 Policy and operational matters in relation to the Council's Resident Experience and Access programme to provide high quality telephone, internet and face to face access to a range of services from time to time.

- 2.5 Ensuring excellent resident access including Contact Centre and Resident Experience and Access Programme.
- 2.6 To continually improve residents' access to and experience of Council services by developing strategy, infrastructure, processes and culture around resident contacts.

3 Cohesion

- 3.1 Recruit more volunteers and empower residents to undertake actions in their neighbourhood that will further their community's safety, wellbeing and pursuit of happiness.
- 3.2 Strengthen links with other municipalities around the world, particularly with our closest neighbouring liberal democracies in Europe.
- 3.3 Intelligently strengthen community resilience, working with mutual aid groups, residents' associations, amenity groups, Non-Governmental Organisations (NGOs), resident commissions, community services such as our food banks and local businesses.
- 3.4 Encouraging community activities including art, socials, gardening, sport and Neighbourhood Watches.
- 3.5 Support for and promotion of community and other events.

4 Armed Forces

- 4.1 Drive forward Council policy and initiatives which seek to improve the housing options, career and other opportunities and inclusion of returning armed forces personnel and their families.
- 4.2 Support and assist the Royal British Legion and other voluntary organisations in recognising the work and sacrifice of armed forces personnel defending the UK, its interest and way of life.
- 4.3 Promote remembrance and commemorative events

5 Member Development and enquiries

- 5.1 Advising on Councillors' training and development needs in relation to their representative roles, and liaison officers in respect of appropriate provision.
- 5.2 Informing Councillors of appropriate conferences and seminars, and making arrangements for them to attend such events.

5.3 Overseeing the effective operation and improvement of the councillor and MP enquiry service

Note: The Cabinet Member for Civic Renewal is responsible for:

In conjunction with the Leader:

The Director of Corporate Resources, Strategic Director of Social Care, Strategic Director for the Environment

Cabinet Member for Children and Education

Scope of Portfolio

1. Children's Services functions:

- 1.1 The Cabinet Member for Children and Education is designated the lead member for children's services as required by section 19(1) of the Children's Act 2004 and is responsible for:
- (a) education services - the Council's functions in its capacity as education authority, except those excluded under Section 18(3) of the Act (namely certain functions relating to education, higher education and adult education);
 - (b) social services - the Council's social services functions within the meaning of the Local Authorities Social Services Act 1970 insofar as they relate to children, and the Council's s functions in relation to children and young people leaving care;
 - (c) health services - any health-related functions exercised on behalf of a National Health Service body under Section 75 of the Health Act 2006 insofar as they relate to children; and
 - (d) inter-agency co-operation - the arrangements for the Children's Trust and safeguarding duties set out in the Children Act 2004, in particular leading and building arrangements for inter-agency co-operation.
- 1.2 The above functions incorporate:
- (a) The Council's role as 'corporate parent', including assistance to young people up to 24 years who have been looked after 13 weeks beyond their 16th birthday, where circumstances justify.
 - (b) Fostering and adoption services.
 - (c) The Virtual School for looked after children.
 - (d) Locality Family Support Services.
 - (e) Children's Centres.
 - (f) Setting the overall direction in relation to the Council's funding of, and support to, schools.
 - (g) Children's Services asset management.
 - (h) The Council's interest in nursery and 'early years' education, learning out of school hours and subsidised and unsubsidised childcare.
 - (i) Commissioning and providing services to young people with disabilities in transition to adulthood.

- (j) Community budgeting including the Supporting Families programme (and any successor).
- (k) Care Proceeding review.
- (l) The development, implementation and monitoring of the Council's early years' strategy.
- (m) Ensuring that the needs of vulnerable children (including young carers) are met.
- (n) Partnership working with the National Health Service to promote the interests of children and their families, including decision-making on such matters at the Health and Wellbeing Board.
- (o) As 'Young People's Champion', working with the Lead Member for Youth Advancement to further the Council's commitment to the involvement of young people in decision-making processes where appropriate.

1.3 Responsibility for providing leadership on Covid-19 response and recovery for all matters within this portfolio.

1.4 Community transport services.

1.5 The implementation and monitoring of projects and services in relation to the borough's Youth Offending Service and youth justice matters.

2. Social Services functions:

2.1 Meeting the Council's statutory functions in relation to children under the Children Act 1989, NHS and Community Care Act 1990, Immigration and Asylum Act 1999 and other appropriate legislation.

2.2 The Council's responsibilities towards unaccompanied asylum-seeking children.

2.3 The Council's regulatory duties in relation to children's social services.

2.4 Ensuring that families with social care needs experience a 'joined-up' service.

2.5 Developing and monitoring service provision in respect of residential facilities provided for the care of children.

2.6 Responsibility for commissioning and contracting effective and efficient services across Children's Services which can achieve real outcomes for residents and service users.

3. Education functions:

- 3.1 Local schools, including improving education attainment across all state funded schools and the provision of schools of choice.
- 3.2 Plans for new educational provision in the borough (including academies and free schools).
- 3.3 Schools asset management.
- 3.4 The Council's consultation arrangements with schools, governors, parents and others.
- 3.5 Special education needs (SEN) and education for the talented and gifted.
- 3.6 The Council's interest in school admission and exclusion appeals, including the making of arrangements to determine appeals.
- 3.7 The Council's relationship with services for young people offering support and career guidance
- 3.8 Links to industry and business, through education business partnerships and the Young People's Learning Agency.
- 3.9 Appointments to school governing bodies.
- 3.10 The Council's interests in wider educational provision, including provision by the independent sector.
- 3.11 The implementation of the Schools Capital investment programme.
- 3.12 The Council's responsibility for policy and operation of the Council's education transport operation.

4. Ensuring opportunities

- 4.1 The Council's relationship with services for young people offering support with entrepreneurial activity and career guidance.
- 4.2 Ensuring opportunities for all by developing economic and social opportunities for disadvantaged young people, including excluded children and care leavers.
- 4.3 Sports activities for children and young people in schools.
- 4.4 Fostering and supporting community resilience where it relates to young people, and the networks of residents, organisations and businesses that support this.
- 4.5 Youth services and its encouragement of other services to young people.

4.6 Determining applications for financial assistance from the Voluntary Sector and Community Organisations within the Borough that fall within this portfolio.

5 Functions shared with Cabinet Member for Climate Change and Ecology

5.1 Responsible for ensuring our climate education programme continues to expand across schools in the borough and for other climate initiatives in schools including decarbonising Council schools.

Note: The Cabinet Member for Children and Education is responsible for:

In conjunction with the Leader:

The Strategic Director of Children's Services

Cabinet Member for Climate Change and Ecology

Scope of portfolio

1. Environment functions

- 1.1 The preparation and consideration of environmental improvement schemes including responsibility for policies relating to the Council's value 'rising to the challenge of climate and ecological emergency'.

2. Climate Change

- 2.1 Responsibility for the implementation of the Council's Climate and Ecology Strategy to achieve net zero carbon by 2030.
- 2.2 Delivery of our Clean Air Strategy including the expansion of our air monitoring network.
- 2.3 Lead for the promotion and development of renewable energy initiatives on council-owned and managed properties as well as the wider borough.
- 2.4 Delivery of retrofitting and improvement programme to make council homes more energy efficient and help cut heating bills.
- 2.5 Responsible for ensuring our climate education programme continues to expand across schools in the borough and for other climate initiatives in schools including decarbonising council schools.
- 2.6 Ensuring the highest possible planning and design standards are used to ensure that all new major developments in the borough are net zero as a minimum.
- 2.7 Responsibility for the development of the 'Library of Things' work to share commonly used equipment.

3. Ecology

- 3.1 Responsible for the implementation of the Council's Climate and Ecology Strategy in parks and green spaces.
- 3.2 Development and implementation of a biodiversity action plan for the borough, building on the work of the biodiversity commission.
- 3.3 Responsible for the borough's Tree Strategy; increasing the number of tiny forests, promoting rewilding and encouraging natural habitats and increasing the number of street trees.

4. Functions Shared with Cabinet Member for Public Realm:

Direct input and shared agreement on following areas with Cabinet Member for Public Realm, ensuring they advance the Council's climate and biodiversity strategies:

- Parking policy
- Strategic transport planning, including EV charging
- Measures to improve air quality
- Management of parks and green spaces
- Refuse collection
- Waste disposal
- Recycling
- Food waste and composting
- Street cleansing
- Fly-tipping sewerage
- Sustainable drainage systems (SuDS)

Note: The Cabinet Member for Climate Change and Ecology is responsible for:

In conjunction with the Leader, the Cabinet Member for Public Realm and the Cabinet Member for the Economy:

The Strategic Director of Environment

Cabinet Member for the Economy

1. Scope of portfolio

- 1.1 Responsibility for ensuring that the Council's value 'Building Shared Prosperity' is uppermost in all Council regeneration and economic proposals.
- 1.2 Responsibility for the renewal and regeneration of the borough especially its most deprived parts.
- 1.3 Responsibility for providing leadership on the economic aspects of Covid-19 response and recovery.
- 1.4 Developing policies and programmes to eradicate physical, economic and social deprivation.
- 1.5 To champion the development of local businesses and to promote business start-ups.
- 1.6 To work with West London, London, and National structures to support local businesses.
- 1.7 To remove barriers that small firms may face when attempting to secure Council contracts.
- 1.8 Monitoring the local employment situation and developing and implementing appropriate action in relation to the encouragement, promotion and development of employment training opportunities and services.
- 1.9 Establishing and maintaining effective working partnerships with local businesses in pursuance of the Council's Industrial Strategy, including for the White City Innovation District.
- 1.10 The development, monitoring and implementation of the Council's regeneration strategy and associated bidding processes.
- 1.11 The development, monitoring and implementation of the Council's strategic policy and operational matters relating to the European Union and the development of world class economic linkages particularly for the White City Innovation District.
- 1.12 Compulsory purchase of land for planning purposes.
- 1.13 Development of strategies in relation to the future of the West Kensington and Gibbs Green estates and the surrounding regeneration area.
- 1.14 The development and implementation of the Authority's planning policies
- 1.15 Development of housing policy to support the building of new homes which will act as a catalyst for regeneration.

- 1.17 Responsibility for managing the Council's corporate property services: Facilities Management, Asset Management. This includes direct oversight of the council's commercial and administrative property portfolios. These functions also support wider Council departments with the management of their portfolio's .
- 1.16 Determining annual allocations in respect of the Housing Capital Programme in respect of the Housing development programme.
- 1.17 Delivery of the Civic Campus programme.

2. Employment and Economic Development

- 2.1 The promotion of employment, economic development, training, work experience, and other forms of support which the Council can target to meet the needs of unemployed people within the borough.
- 2.2 The development, monitoring and implementation of the Council's responses to Government initiatives and programmes in respect of unemployed people in the borough.
- 2.3 Promotion of an entrepreneurial culture in schools, colleges and promoting tomorrow's entrepreneur.
- 2.4. Determining applications and the approval of grants and loans to firms, community and voluntary organisations, charities and trusts for the purposes of economic development (excluding children and education) within the borough.
- 2.5 Adult and Community Education
- 2.6 Ensuring the Council acts as a responsible corporate citizen towards small businesses.

3. Functions shared with the Cabinet Member for Climate Change and Ecology

- 3.1 Ensuring the highest possible planning and design standards are used to ensure that all new major developments in the borough are net zero as a minimum.

4. Functions shared with the Cabinet Member for Finance and Reform

- 4.1 To oversee the allocation of Section 106 and Community Infrastructure Levy monies to projects, ensuring that this is consistent with their prescribed uses, the community's interests and the Council's priorities.

Note: The Cabinet Member for Economy is responsible for:

In conjunction with the Leader and the Cabinet Member for Housing and Homelessness:

The Strategic Director of the Economy

In conjunction with the Leader, Deputy Leader and the Cabinet Members for Public Realm and Climate Change and Ecology:

The Strategic Director of Environment

Cabinet Member for Finance and Reform

1. Scope of portfolio

Finance

- 1.1 The Council's capital and revenue budgets, including the HRA, the medium-term financial strategy, annual proposals on the Council Tax base, Council Tax levels and budget allocations between departments.
- 1.2 Responsibility for the monitoring of revenue and capital budgets and ensuring there are robust financial management systems.
- 1.3 Responsibility for providing leadership on Covid-19 response and recovery for all matters within this portfolio.
- 1.4 Responsibility for Pension Fund management.
- 1.5 Responsibility for Treasury Management.
- 1.6 Probity and financial monitoring.
- 1.7 Preparation of annual accounts.
- 1.9 Responsibility for the Council's Corporate Procurement Strategy and the implementation of the National Procurement Strategy.
- 1.10 Responsibility for procurement in accordance with the Council's social and economic value procurement policy.
- 1.11 Responsibility for Information Technology.
- 1.12 The strategic implementation of the Council's Digital Strategy, Information Management and Information Technology Strategy and the achievement of the Government's targets for electronic service delivery.
- 1.13 Responsibility for the monitoring and effective delivery of corporate Shared Services and other joint working initiatives.
- 1.14 Representing the Council's views on strategic policies related to corporate Shared Services.
- 1.15 Responsibility for Council's contract processes, including approval of changes to the Council's Contracts Standing Orders and Approved List of Contractors, ensuring services are in compliance with procurement legislation.
- 1.16 Ensuring that the Council's procurement of goods and services delivers added local value for residents, the third sector and local businesses.

- 1.17 Responsibility for overall contract management arrangements.
- 1.18 Responsibility for the billing and collection of council tax and business rates and the administration housing benefit, council tax support and other benefits administered by the Council.
- 1.19 Developing strategies and practices that improve the Council's ability to procure locally sourced, value for money goods and services.

2. Commercial Revenue Generation

- 2.1 Responsibility for working across the Council to maximise new sources of income generation from the commercial sector.
- 2.2 Generating new revenue and practices that do not entail raising new charges and fines that target residents or local businesses.
- 2.3 Agreeing and monitoring annual revenue generation targets.

3. Reform functions

- 3.1 To drive reform and a modernisation programme across the organisation in line with the Vision, Business Plan and strategies so that the outcomes our residents receive are higher quality, better value and continuously improve and fit a modern organisation.
- 3.2 To drive an enabling corporate centre to support efficiencies, fundamental systems reform, assurance, business intelligence and the development and effective operation of the Council's major programmes and projects. To lead improvements in organisational culture and behaviours, to disrupt the status quo, and build new alliances with organisations across the public, private and third sector to achieve the objectives set out in 3.1.
- 3.3 To implement strategies that help our teams have better capabilities, and work practices so that Hammersmith & Fulham stands out as the best, most effective council anywhere.

4. Improving the Council's Ability to Deliver High Quality Services and Manage People

- 4.1 Responsibility for providing leadership on Covid-19 response and recovery for all matters within this portfolio.
- 4.2 Responsibility for oversight of all the Council's management structures, behaviours, and work practices with the aim of developing a culture of continuous improvement.
- 4.3 Developing, monitoring and implementing strategies to optimise the Council's management and work practices.

- 4.4 Identifying weak or failing services and working with officers to lead and support improvements.
- 4.5 Challenging and promoting the development of talent schemes; to grow our own talent, becoming more efficient as an organisation; and driving down the need for agency spend and recruitment overheads.
- 4.6 Implementing the use of incentives and other mechanisms for recording excellence.
- 4.7 Responsibility for oversight all human resources policies including:
- Systemic change programmes
 - Reward and remuneration
 - Employee relations
 - Resourcing and recruitment
 - Employee engagement and development
 - Organisation development
 - Organisation design and establishment
 - Wellbeing
- 4.8 Working across the council to develop effective strategies that improve all the Council's internal communications.

5. Elections

- 5.1 The provision of services in respect of electoral and other registration services.

6. Legal Services

- 6.1 The provision of legal services to the Council.

7. Functions shared with the Cabinet Member for Civic Renewal

- 7.1 Responsibility for connecting the Council's continuous improvement and cultural change agenda with residents and communities – so that the voice of residents helps to lead reform.

8. Functions shared with the Cabinet Member for Housing and Homelessness

- 8.1 For the purposes of estimate preparation, monitoring and control and staffing/industrial relations issues, the Cabinet Member for Finance & Reform is responsible for all non-housing budgets and (in conjunction with the Cabinet Member for Housing and Homelessness) for all housing budgets.
- 8.2 Ensuring, in consultation with the relevant Cabinet Member, that adequate performance and quality is obtained from all Council contracts let, and on

those services provided by the Council, that services are delivered to ensure client and resident satisfaction.

9. Functions shared with the Cabinet Member for Economy

9.1 Developing strategies and practices that improve the Council's ability to procure locally sourced, value for money goods and services.

9.2 To oversee the allocation of Section 106 and Community Infrastructure Levy monies to projects, ensuring that this is consistent with their prescribed uses, the community's interests and the Council's priorities.

Note: The Cabinet Member for Finance and Reform is responsible for:

In conjunction with the Leader:

The Strategic Director of the Environment

The Director of Corporate Resources

The Director of Finance

Cabinet Member for Housing and Homelessness

1. Scope of portfolio

- 1.1 Exercising the Council's powers and duties as a local housing authority, including new or unallocated housing and associated functions.
- 1.2 The Council 's powers and duties in relation to declaring renewal areas and clearance areas.
- 1.3 Responsibility for providing leadership on Covid-19 response and recovery for all matters within this portfolio.
- 1.4 Housing land and property assets and, where appropriate, declaration of them as surplus to requirements.
- 1.5 The Council 's powers and duties in relation to private sector housing (including energy conservation).
- 1.6 All aspects of housing services, housing policy and the housing programme and any other new or unallocated housing and associated functions.
- 1.7 The Housing Revenue Account (HRA) housing strategy, policy and forward programme through its business plan, Housing Investment Programme Strategy and other policy documents.
- 1.8 The level of rents and charges for property and services within the Housing Revenue Account and for any other property and services within the General Fund.
- 1.9 The disposal of individual void properties within the agreed criteria.
- 1.10 Determining annual allocations in respect of the Housing Capital Programme including:
 - Conversion and modernisation of Council housing
 - Registered Social Landlords
 - Assistance for new build and rehabilitation schemes
 - Home loans and improvement grants
 - Housing stock, including acquisition and improvement
 - Clearance areas and compulsory purchase of property
 - Renewal areas and area improvement.
- 1.11 The Council's powers and duties in relation to energy conservation in public sector housing.
- 1.12 The development, monitoring and implementation of the Council's responses to Government initiatives and programmes in respect of housing.

1.13 Strategic overview and development of policies to improve the private rented housing sector.

2. Functions shared with the Cabinet Member for Economy

2.1 Compulsory purchase of land for housing purposes.

3. Functions shared with the Cabinet Member for Social Inclusion and Community Safety

3.1 To develop policies and programme to tackle homelessness and support people to secure and maintain living in safe and suitable accommodation.

3.2 Responsibility for anti-social behaviour on Housing land.

4. Functions shared with the Cabinet Member for the Public Realm and The Cabinet Member for Social Inclusion and Community Safety

4.1 To ensure that Law Enforcement Team tackles anti-social behaviour.

5. Functions shared with the Cabinet Member for Finance and Reform

5.1 For the purposes of estimate preparation, monitoring and control and staffing/industrial relations issues, the Cabinet Member for Finance is responsible for all non-housing budgets and (in conjunction with the Cabinet Member for Housing and Homelessness) for all housing budgets.

6. Functions shared with the Cabinet Member for Climate Change and Ecology

6.1 Delivery of retrofitting and improvement programme to make council homes more energy efficient and help cut heating bills.

Note: The Cabinet Member for Housing and Homelessness is responsible for:

In conjunction with the Leader and the Cabinet Member for Economy:
The Strategic Director of the Economy

Cabinet Member for Public Realm

Scope of portfolio

1. Transport, Highways and Parking

- 1.1 Consult widely with residents and local businesses and work with them to expand schemes which improve air quality by reducing traffic, congestion and pollution.
- 1.2 Continue to expand the availability of Electric Vehicle (EV) charging points.
- 1.3 The maintenance and management of the Borough's roads, river walls, draw docks, all subways, bridges including Hammersmith Bridge, and other civil engineering structures.
- 1.4 The Council's local Transport Plan and Borough Spending Plan.
- 1.5 Strategic transport planning, including links with the Local Plan, Industrial Strategy and related documents and processes.
- 1.6 Policy and service implementation in relation to parking control.
- 1.7 Controlled parking and parking enforcement.
- 1.8 Promote cycling, including increase cycle storage and safe cycle paths.
- 1.9 20mph speed limit and delivery drivers' code of conduct.
- 1.10 Responsibility for providing leadership on Covid-19 response and recovery for all matters within this portfolio.
- 1.11 High streets including pop-up meanwhile spaces.
- 1.12 Policy and operational matters in relation to libraries, hiring of civic halls and facilities.

2 Street Scene functions

- 2.1 Development of the Council's Licensing and Gambling Policies.
- 2.2 Policy and service implementation in respect of mortuary, burial, cremation and Coroner services

3. Borough development

- 3.1 Working closely with residents and community groups to encourage developers to build beautiful buildings that meet the needs of the community and are in keeping with the character of the neighbourhoods they would be in.

- 3.2 Planning regulations for new developments.
- 3.3 Developing our neighbourhoods for the future.
- 3.4 Street property taskforce.
- 3.5 A4 fly-under and the redesign of central Hammersmith, with new genuinely affordable homes, affordable office space and a more attractive town centre for all residents, including cultural corridor from Civic Campus to Olympia.

4. Culture, Heritage, Sports, Arts and Tourism

- 4.1 To formulate and implement policies likely to promote the development preservation and enhancement of culture, heritage and tourism within the borough for the benefit of residents and visitors alike.
- 4.2 The Council's Culture, Heritage, Arts and Tourism policies/strategies.
- 4.3 To promote and assist the provision of good quality theatre, museum and other cultural facilities within the borough
- 4.4 The Council's sports strategy.
- 4.5 Provision and support of community centres

5. Building control and maintenance

- 5.1 The Authority's powers and duties under all relevant legislation pertaining to building control.
- 5.2 The inclusion of buildings in the List of Buildings of Special Architectural or Historic Interest.
- 5.3 The exercise of the Authority's functions under Part II of the London Buildings Act (Amendment) Act 1939 in relation to the naming and numbering of streets and buildings.

6. Shared with Climate Change and Ecology:

- 6.1 Agree the following policy areas, in conjunction with the Cabinet Member for Climate Change and Ecology, to ensure that the services enhance the borough's public realm.
 - Parking policy
 - Strategic transport planning, including EV charging
 - Measures to improve air quality
 - Management of parks and green spaces
 - refuse collection
 - waste disposal
 - recycling

- food waste and composting
- street cleansing
- fly-tipping
- sewerage and sustainable drainage systems (SuDS)

Note: The Cabinet Member for Public Realm is responsible for:

In conjunction with the Leader, the Cabinet Member for Social Inclusion and Community Safety, the Cabinet Member for Climate Change and Ecology

The Strategic Director of Environment
The Strategic Director Economy

Cabinet Member for Social Inclusion and Community Safety

1. Social Inclusion

- 1.1 The development and implementation of the Council's Third Sector strategy, including the promotion of social enterprises that promote community development.
- 1.2 Developing and leading approaches to ensure that all residents have increasing access to opportunity across the social, cultural, political and economic life of the borough.
- 1.3 Delivering community and cultural events that promote social inclusion and community cohesion.
- 1.4 Developing strategic approaches to reduce inequalities around health, education and employment outcomes, access to services, participation in civic life and ensuring compliance with all legal equalities duties.
- 1.5 Developing strategic policies and actions to reduce poverty and social injustice.
- 1.6 The development and implementation of strategies to address the threat of extremism, including the Prevent Strategy and strategic member oversight of the Prevent Channel panel.

2. Community Safety

- 2.1 The development, monitoring and implementation of the Council's policies and powers in relation to reducing crime and anti-social behaviour.
- 2.2 The development, monitoring and implementation of the Authority's element of the borough Crime and Disorder Reduction Strategy in conjunction with Police and other agencies.
- 2.3 Responsibility for ensuring the Local Enforcement Team performs well and work alongside the Metropolitan Police.
- 2.4 Responsibility for ensuring the effective running and establishment of Neighbourhood Watch Groups in the borough, working in partnership with the Metropolitan Police.
- 2.5 Policy and strategy for the Community Safety division.
- 2.6 Working with all agencies to ensure enforcement services are effective in reducing crime and anti-social behaviour including:
 - All forms of criminal behaviour;
 - Litter;
 - "Clean Sweep" - Tackling "Grot Spots";
 - Dog fouling;

- Graffiti;
- Street drinking; and
- Street scene enforcement.

2.7 Taking action to reduce fear of crime.

3. Refugees

3.1 Ensure unaccompanied child refugees, refugees and asylum seekers have access to services and their needs are taken into account when developing Council policies as a compassionate council.

3.2 Take pride in Hammersmith & Fulham, and work in a joined-up way – making connections between unaccompanied child refugees, refugees and asylum seekers, charities, local community groups and residents; and work towards becoming a borough of sanctuary.

3.3 Seek to improve the lives of unaccompanied child refugees, refugees and asylum seekers in areas including: social inclusion, housing, well-being, education and career development, and reduce poverty and social injustice.

3.4 Review and monitor the Council's achievements in resettling vulnerable refugee families through the Syria, Afghan, & Ukraine Resettlement Programs; and the care provided by Children's Services to unaccompanied child asylum seekers and child refugees, and other programs of support.

4. Street Scene functions

4.1 Enforcement in respect of consumer protection, trading standards, street trading, environmental health and public safety, corporate health and safety, pest control, food safety and contaminated land.

4.2 The issuing of notices and enforcement requirements as set out in the Environmental Protection Act.

4.3 Enforcement of the Council's Licensing and Gambling Policies.

4.4 The exercise of duties of the Council with respect to Emergency Planning and business continuity services.

5. Functions shared with the Cabinet Member for the Public Realm and The Cabinet member for Social Inclusion and Community Safety, Cabinet Member for Housing and Homelessness

5.1 To ensure that Law Enforcement Team tackles anti-social behaviour.

6. Functions shared with the Cabinet Member for Children and Education

6.1 The implementation and monitoring of projects and services in relation to the borough's Youth Offending Service, Gangs Unit and youth justice matters.

- 6.2 Youth services and its encouragement of other services to young people.
- 6.3 Sports activities for children and young people.
- 6.4 Determining applications for financial assistance from the Voluntary Sector and Community Organisations within the Borough that fall within the portfolio.

7. Functions shared with the Cabinet Member for the Economy

- 7.1 The promotion of employment, economic development, training, work experience, and other forms of support which the Authority can target to meet the needs of unemployed people within the Borough.
- 7.2 The development, monitoring and implementation of the Authority's responses to Government initiatives and programmes in respect of unemployed people in the Borough.
- 7.3 Promotion of an entrepreneurial culture in schools, colleges and promoting tomorrow's entrepreneurs.
- 7.4 Determining applications and the approval of grants and loans to firms, community and voluntary organisations, charities and trusts for the purposes of economic development (excluding children and education) within the borough.

8. Function shared with the Cabinet Member for Housing and Homelessness

- 8.1 To develop policies and programme to tackle homelessness and support vulnerable people to secure and maintain living in safe and suitable accommodation.
- 8.2 Responsibility for anti-social behaviour on Housing land.

9. Function shared with the Deputy Leader

- 9.1 The development, monitoring and implementation of drug and alcohol policies.

10. Functions shared with the Cabinet Member for Finance and Reform

- 10.1 Ensuring resident and business satisfaction is measured and improved, including encouraging and rewarding staff ideas for improving resident satisfaction.

11. Function shared with the Cabinet Member for Public Realm and the Cabinet Member for Housing and Homelessness

- 11.1 To ensure that the Law Enforcement Team tackles anti-social behaviour.

Note: The Cabinet Member for Social Inclusion and Community Safety is responsible for:

In conjunction with the Leader, and the Cabinet Members for Public Realm and Climate Change and Ecology:

The Strategic Director of Environment

Lead Members

Lead Member for European Co-operation

This post holder will work directly with the Cabinet Member for Civic Renewal to:

- Strengthen our links with other municipalities around the world and particularly with our closest neighbouring liberal democracies in Europe.
- Develop and implement initiatives to ensure residents and businesses from the European Union continue to feel welcome in the Borough and are supported to navigate any obstacles caused by the UK's exit from the European Union.
- Work with the Cabinet Member for Economy on twinning global innovation districts.

Lead Member for Culture and Heritage

This post holder will work directly to the Cabinet Member for the Public Realm to:-

- Develop an improved arts and culture programme which adds to the quality of life for everyone who lives in Hammersmith & Fulham.
- Work to ensure our local arts and culture fully reflects the diversity of the borough.

The post holder will work with the Cabinet Member for Civic Renewal who has responsibility for encouraging street theatre and arts.

Lead Member for Community Mental Health

This post holder will work directly to the Deputy Leader and ensure that people with specialist mental health, learning disabilities and autism get the high-quality support they need from the council and NHS, other public bodies operating in the borough and local businesses.

Work with the Deputy Leader to tackle the mental health crisis triggered by the Covid-19 pandemic including manifesto commitments for counselling in schools, mental health gardens, wellbeing hubs and family and paediatric hubs.

Lead Member for Support for Older People

This post holder will work directly to the Deputy Leader and acts as the Older People's Champion, as recommended by H&F's independent Older People's Commission.

They will be responsible for helping make H&F the best place to grow older.

Lead Member for Inclusive Community Engagement and Co-Production

This post holder will work directly to the Deputy Leader with some crossover with the Cabinet Member for Civic Renewal and the Cabinet Member for Social Inclusion and Community Safety.

Work to expand co-production with Disabled resident and other across all council departments and services and ensure staff are properly trained in genuine co-production.

Encourage and support the third sector to co-produce their services.

Input into the co-production of a new, post-pandemic Third Sector Strategy.

Lead Member for Youth Advancement

Reporting to the Cabinet Member for Children and Education and the Cabinet Member for Social Inclusion and Community Safety, this post holder will:

- Advance the cause of making Hammersmith & Fulham an amazing place for young people to grow and be safe.
- Input into the plans and approaches of the Youth Offending Service.
- Act as a link between the Youth Council and the Council.

Lead Member for Women and Girls

Reporting to the Cabinet Member for Social Inclusion, this post holder will input on policies and plans in the council to ensure that women and girls feel safe in the borough and have equal access to all services and opportunities in the borough.

President – H&F Enterprise Board

Reporting to the Cabinet Member for the Economy and the Leader to champion the business sector and ensure businesses in Hammersmith & Fulham have a strong voice.

The postholder will form an H&F Enterprise Board and serve as its President, with the following responsibilities:

- Convene businesses to develop policies to make H&F the best place in Britain to do business.
- Encourage entrepreneurialism.
- Encourage skills development to ensure H&F residents have access to the best jobs.
- Develop, lead and mentor business support schemes.
- Review H&F procurement strategy to ensure local businesses are prioritised.
- Lead pitches to attract anchor businesses and institutions in line with H&F's industrial strategy.
- The post holder will act as lead member for Upstream.