

EXECUTIVE MEMBERS: GENERIC RESPONSIBILITIES AND FUNCTIONS

The Leader of the Council is elected by the full 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 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 the other engagements with 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 his/her 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 his/her 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 his/her 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 his/her portfolio other than those defined as 'Key Decisions', ensuring that these are properly considered, reported, and recorded in accordance with paragraph 20 of 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 his/her 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 his/her 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 him/her 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).

AMENDED JUNE 2014, JULY 2014, MAY 2015

EXECUTIVE MEMBERS: RESPONSIBILITIES AND PORTFOLIOS

LEADER OF THE COUNCIL

Introduction

- 1.1 The Leader of Hammersmith and Fulham Council is elected by the full Council to provide clear and visible leadership and political accountability for the services and activities covered by his/her portfolio. He/she 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 him/herself, 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.

Scope of Portfolio

The portfolio covers the following areas:

- 1.3 Appointing to and removing from office up to nine Cabinet Members, one of whom shall be appointed his/her Deputy, Lead Members and Cabinet Assistants.
- 1.4 Ensuring collective deliberation with Cabinet Members.
- 1.5 Representing and acting as ambassador for the Authority and providing community leadership.
- 1.6 Strategic policy initiatives.
- 1.7 The provision of services in respect of electoral and other registration Services.
- 1.8 Reports from an independent person designated to investigate allegations of misconduct against the Council's Head of Paid Service.
- 1.9 Appointing or nominating and where appropriate removing the Authority's representatives on appropriate outside bodies, charitable organisations and Council-owned companies and subsidiaries.
- 1.10 The development, monitoring and implementation of the Authority's Communication Strategy and the provision of information regarding the Authority's services.

- 1.11 The content and production of the Authority's Community Strategy.
- 1.12 Responsibility for ensuring that that the Council is responsive to the needs of local neighbourhoods and serves them well.
- 1.13 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 £100,000 if he/she considers 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.
- 1.14 Ensuring the delivery of greater value services that seek to improve outcomes and customer services.
- 1.15 Promotion of democracy and public engagement .

Note: the Leader is responsible for :

In conjunction with all Cabinet Members:

Chief Executive

All Executive Directors

JUNE 2014, AMENDED OCTOBER 2014, MAY 2015

EXECUTIVE MEMBERS : RESPONSIBILITIES AND PORTFOLIOS

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 The development, implementation and monitoring of the Authority's Performance Review Strategy, including the monitoring of risk management registers, and the Authority's response to the Audit Commission's Annual Performance Indicator Reports.
- 1.4 The content and publication of the Annual Local Performance/ Corporate Plan, and the establishment and setting of corporate targets for achievement, together with the establishment and setting of targets for individual services provided by the Authority.
- 1.5 The development and monitoring of the Authority's policies and procedures with regard to services, reviewing Corporate practice/procedures in this area (including contractual matters and tender evaluation), and ensuring the Council's compliance with all relevant UK and EU legislation.
- 1.6 The 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 EU Procurement Directives and Legislation in relation to service provision.
- 1.7 The effectiveness of the Authority's procedures to secure public access to information and open government, including procedures relating to petitions, deputations and other representations.
- 1.8 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.
- 1.9 In consultation with the relevant portfolio holder, the impact of the Council's representation on external organisations.
- 1.10 To establish appropriate forums for liaising and co-operating with and supporting amenity groups operating within the borough.

1.11 The development, implementation and monitoring of the Authority's Public Consultation Strategy.

1.12 Neighbourhood governance and empowerment.

2. Community Safety functions:

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 parks constabulary, Neighbourhood Wardens and other enforcement officers concerned with tackling anti-social behaviour perform 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 Safer Neighbourhoods 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. Member Development

3.1 Advising on Councillors' training and development needs in relation to their representative roles, and liaison with the Executive Director of Finance and Corporate Governance in respect of appropriate provision.

3.2 Informing Councillors of appropriate conferences and seminars, and making arrangements for them to attend such events.

4. Function shared with the Cabinet Member for Health and Adult Social Care

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

5. Function shared with the Cabinet Member for Housing

- 5.1 Responsibility for anti-social behaviour on Housing land.

Note: The Deputy Leader is responsible for:

In conjunction with Leader, the Cabinet Member for Environment, Transport and Residents Services and the Cabinet Member for Economic Development and Regeneration:

Bi Borough Executive Director for Environment, Leisure and Residents Services

In conjunction with the Cabinet Member for Finance

The Executive Director of Finance and Corporate Governance

In conjunction with all Cabinet Members:

Chief Executive

All Executive Directors

JUNE 2014, MAY 2015

EXECUTIVE MEMBERS : RESPONSIBILITIES AND PORTFOLIOS

CABINET MEMBER FOR FINANCE

1. Scope of portfolio

- 1.1 The Authority's capital and revenue budgets, including 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.
- 1.3 Responsibility for Pension Fund management.
- 1.4 Responsibility for Treasury Management.
- 1.5 Probity and financial monitoring.
- 1.6 Preparation of annual accounts.
- 1.7 Responsibility for managing the Council's non-housing property, including acquisitions and disposals.
- 1.8 Responsibility for the Council's Corporate Procurement Strategy and the implementation of the National Procurement Strategy.
- 1.9 Responsibility for procurement.
- 1.10 Responsibility for the Strategic Partner for Information Technology.
- 1.11 The strategic implementation of the Authority's Information Technology Strategy and the achievement of the Government's targets for electronic service delivery.
- 1.12 Responsibility for Organisational Development.
- 1.13 Employee relations.
- 1.14 Council communications
- 1.15 Responsibility for the monitoring and effective delivery of Shared Service Programme and other joint working initiatives.
- 1.16 Representing the Council's views on strategic policies related to Shared Service Corporate Services and any other matters which fall within the Tri-borough Corporate Services remit.
- 1.17 H&F Direct and Customer Access strategy.

1.18 The Council's customer care and complaints policies.

1.19 Review and approve all requests for management consultants.

Function shared with the Cabinet Member for Commercial Revenue and Resident Satisfaction

1.1 Responsibility for the Council's overall corporate procurement strategy.

Note: 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) for all housing budgets:

In conjunction with the Deputy Leader and Cabinet Member for Commercial Revenue and Resident Satisfaction

The Executive Director of Finance and Corporate Governance

In conjunction with all Cabinet Members :

Chief Executive

All Executive Directors

EXECUTIVE MEMBERS: RESPONSIBILITIES AND PORTFOLIOS

CABINET MEMBER FOR ECONOMIC DEVELOPMENT AND REGENERATION

1. Scope of portfolio

- 1.1 Responsibility for the renewal and regeneration of the most deprived parts of Hammersmith & Fulham.
- 1.2 Developing policies and programmes to eradicate physical, economic and social deprivation.
- 1.3 To champion the development of local small businesses and to promote business start-ups.
- 1.4 To work with Local Enterprise Partnerships (LEPs) to support local businesses.
- 1.5 To remove barriers that small firms may face when attempting to secure Council contracts.
- 1.6 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.
- 1.7 Establishing and maintaining effective working partnerships with small businesses in pursuance of the Council's regeneration strategy.
- 1.8 The development, monitoring and implementation of the Authority's regeneration strategy and associated bidding processes.
- 1.9 The development, monitoring and implementation of the Authority's strategic policy and operational matters relating to the European Union.
- 1.10 Determining the Authority's response to matters affecting residents which are the responsibility of third parties.
- 1.11 Compulsory purchase of land for planning purposes.
- 1.12 Development of strategies in relation to the future of the West Kensington and Gibbs Green estates and the surrounding regeneration area.
- 1.13 Development of housing policy to support the building of new homes which will act as a catalyst for regeneration.

- 1.14 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.
- 1.15 The Authority's arts strategy.
- 1.16 To promote and assist the provision of good quality theatre, museum and other cultural facilities within the borough.

2. Function shared with the Cabinet Member for Social Inclusion:

- 2.1 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.
- 2.2 The development, monitoring and implementation of the Authority'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.

3. Function shared with the Cabinet Member for Housing:

- 3.1 Compulsory purchase of land for housing purposes.

4. Function shared with the Cabinet Member for Environment, Transport and Residents Services:

- 4.1 Compulsory purchase of land for planning purposes

5. Function shared with the Cabinet Member for Commercial Revenue and Resident Satisfaction:

- 5.1 Establishing and maintaining effective working partnerships with small businesses in pursuance of the Council's regeneration strategy.

Note: the Cabinet Member for Economic Development and Regeneration is responsible for:

In conjunction with the Leader and the Cabinet Member for Housing:
The Executive Director of Housing and Regeneration

In conjunction with the Leader, Deputy Leader and the Cabinet Member for Environment, Transport and Technical Services:

The Bi-borough Executive Director of Environment, Leisure and Residents Services

In conjunction with all Cabinet Members:

Chief Executive

All Executive Directors

JUNE 2014, MAY 2015

EXECUTIVE MEMBERS : RESPONSIBILITIES AND PORTFOLIOS

CABINET MEMBER FOR HOUSING

1. Scope of portfolio

- 1.1 Exercising the Authority's powers and duties as a local housing authority, including new or unallocated housing and associated functions.
- 1.2 The Authority's powers and duties in relation to declaring renewal areas and clearance areas.
- 1.3 Housing land and property assets and, where appropriate, declaration of them as surplus to requirements.
- 1.4 The Authority's powers and duties in relation to private sector housing (including energy conservation).
- 1.5 All aspects of housing services, housing policy and the housing programme and any other new or unallocated housing and associated functions.
- 1.6 The HRA housing strategy, policy and forward programme through its business plan, Housing Investment Programme Strategy and other policy documents.
- 1.7 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.
- 1.8 The disposal of individual void properties within the agreed criteria.
- 1.9 Determining annual allocations in respect of the Housing Investment 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;
 - Housing development programme; and
 - Renewal areas and area improvement.
- 1.10 The Council's powers and duties in relation to energy conservation, in public sector housing.

- 1.11 The development, monitoring and implementation of the Authority's responses to Government initiatives and programmes in respect of housing.
- 1.12 Strategic overview and development of policies to improve the Private Rented Housing Sector.

2. Function shared with the Cabinet Member for Economic Development and Regeneration:

- 2.1 Compulsory purchase of land for housing purposes.

3. Function shared with the Deputy Leader

- 3.1 Responsibility for anti-social behaviour on Housing land.

4. Function shared with the Cabinet Member for Social Inclusion

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

5. Function shared with the Cabinet Member for Environment, Transport and Residents Services

- 5.1 To ensure that neighbourhood wardens tackle anti-social behaviour.

Note: for the purposes of estimate preparation, monitoring and control and staffing/industrial relations issues, the Cabinet Member for Housing is responsible in conjunction with the Cabinet Member for Finance for all housing budgets.

In conjunction with the Leader and the Cabinet Member for Economic Development and Regeneration

The Executive Director of Housing and Regeneration

In conjunction with all Cabinet Members:

Chief Executive

All Executive Directors

JUNE 2014

EXECUTIVE MEMBERS : RESPONSIBILITIES AND PORTFOLIOS

CABINET MEMBER FOR ENVIRONMENT, TRANSPORT AND RESIDENT SERVICES

1. Environment functions:

- 1.1 The implementation of the authority's planning policies.
- 1.2 Policy and service implementation in respect of building control, street lighting, waste disposal and recycling, sewerage, buildings maintenance, controlled parking (except administration of permits) and parking enforcement.
- 1.3 The preparation and consideration of environmental improvement schemes.
- 1.4 The authority's local Transport Plan and Borough Spending Plan.
- 1.5 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 Authority, that services are delivered to ensure client and resident satisfaction.
- 1.6 The Authority's powers and duties under all relevant legislation pertaining to building control.
- 1.7 The inclusion of buildings in the List of Buildings of Special Architectural or Historic Interest.
- 1.8 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.
- 1.9 The maintenance and management of the Borough's roads, river walls, drawdocks, all subways, bridges including Hammersmith Bridge, and other civil engineering structures.
- 1.10 Policy and service implementation in relation to parking control.
- 1.11 Strategic land use, economic and transport planning, including oversight of Local Plan and related documents and processes.
- 1.12 The consideration of briefs for development proposals, including proposals by Cabinet Members and for land subject to disposal for private development.

2. Resident Services functions:

- 2.1 Policy and operational matters in relation to the Council's Residents Services programme to provide high quality telephone, internet and face to face access to a range of services from time to time assigned to the Environment, Leisure and Residents Services Department.
- 2.2 Policy and service implementation in respect of public conveniences.
- 2.3 To establish and review appropriate mechanisms for the organisation and management of appropriate entertainments and events in parks and open spaces, including fireworks displays.
- 2.4 Policy and operational matters in relation to libraries, hiring of civic halls and facilities.

3. Street Scene functions

- 3.1 Policy, service implementation and enforcement in respect of street cleansing, refuse collection, recycling, consumer protection, trading standards, street trading, environmental health and public safety, corporate health and safety, pest control, food safety and contaminated land.
- 3.2 The issuing of notices and enforcement requirements as set out in the Environmental Protection Act.
- 3.3 Implementation of the Council's Licensing and Gambling Policies.
- 3.4 Policy and service implementation in respect of mortuary, burial, cremation and Coroner services.
- 3.5 The exercise of duties of the Council with respect to Emergency Planning services.

4. Parks and heritage functions:

- 4.1 Exercising the Council's functions in relation to parks and open spaces, including the provision of entertainment, sports, leisure, grounds maintenance and the development of parks and open spaces generally.
- 4.2 Policy, planning and strategy for parks and open spaces.
- 4.3 To formulate and implement policies likely to promote the development, preservation and enhancement of parks within the borough for the benefit of residents and visitors alike.

4.4 Monitoring of the policy, management and development of Fulham Palace.

5. Function shared with the Cabinet Member for Housing:

5.1 Responsibility to ensure that the neighbourhood wardens tackle anti-social behaviour.

6. Function shared with the Cabinet Member for Economic Development and Regeneration:

6.1 Compulsory purchase of land for planning purposes.

7. Function shared with the Cabinet Member for Social Inclusion

7.1 The Authority's sports strategy.

Note: the Cabinet Member for Environment, Transport and Residents Services is responsible for:

In conjunction with the Leader:

The Bi-borough Executive Director of Transport and Technical Services

In conjunction with the Leader, the Deputy Leader and the Cabinet Member for Economic Development and Regeneration:

The Bi-Borough Executive Director of Environment, Leisure and Residents Services

In conjunction with all Cabinet Members:

Chief Executive

All Executive Directors

JUNE 2014

EXECUTIVE MEMBERS : RESPONSIBILITIES AND PORTFOLIOS

CABINET MEMBER FOR HEALTH AND ADULT SOCIAL CARE

1. Community Health functions:

- 1.1 The Authority's policies and strategic plans relating to Adult Social Services, and Supporting People Programme for specialist Housing Support.
- 1.2 Chairing the Health & Wellbeing Board.
- 1.3 Meeting the Authority's statutory functions under the National Assistance Act 1948, NHS and Community Care Act 1990, Immigration and Asylum Act 1999, Health Act 2006 and other appropriate legislation.
- 1.4 Ensuring that the needs of vulnerable adults are met.
- 1.5 Determining applications for financial assistance for community and voluntary organisations within the borough that fall within this portfolio.
- 1.6 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.
- 1.7 The administration of the AIDS Support Grant, Social Care Reform Grant and Strokes Grant.
- 1.8 The development of joint and partnership working, including joint commissioning of services with the Health Authorities and Trusts for the provision of social and health care.
- 1.9 Representing the Council's views on matters of corporate or strategic policy and any other matters which are within these terms of reference.
- 1.10 The development, monitoring and implementation of the Authority's strategy in respect of better government for older people and people with disabilities.
- 1.12 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. Public Health functions:

- 2.1 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.
- 2.2 Consultation with the agencies and voluntary organisations concerned with public health matters in the borough, and encouraging and supporting the development of such organisations.
- 2.3 The establishment of partnerships and other forms of collaborative working with the Health Authorities to develop and monitor joint programmes and other projects and services relating to public health provision and education within the borough.

3. Function shared with the Deputy Leader

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

Note: The Cabinet Member for Health and Adult Social Care is responsible for:

In conjunction with the Leader:

The Executive Director of Adult Social Care and Health

In conjunction with all Cabinet Members:

Chief Executive

All Executive Directors

JUNE 2014

EXECUTIVE MEMBERS : RESPONSIBILITIES AND PORTFOLIOS

CABINET MEMBER FOR CHILDREN AND EDUCATION

1. Children's Services functions:

- 1.1 The role of 'Lead Member for Children's Services' as designated under Section 19(1) of the Children Act 2004 and described as follows in statutory guidance:
 - a education services - the authority'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 authority's social services functions within the meaning of the Local Authorities Social Services Act 1970 insofar as they relate to children, and the authority'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:
- 1.3 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
- 1.4 Fostering and adoption services
- 1.5 The Bi-borough Virtual School for Looked after children
- 1.6 Locality family Support Services
- 1.7 Children's Centres
- 1.8 Setting the overall direction in relation to the Council's funding of, and support to, schools
- 1.9 Children's Services asset management
- 1.10 The Council's interest in nursery and 'early years' education, learning out of school hours and subsidised and unsubsidised childcare

- 1.11 Commissioning and providing services to young people with disabilities in transition to adulthood
- 1.12 Community Budgeting including the Troubled Families Programme (the Tri-borough Family Recovery Programme)
- 1.13 Care Proceeding review
- 1.14 The development, implementation and monitoring of the Authority's early years strategy
- 1.15 Ensuring that the needs of vulnerable children (including young carers) are met.
- 1.16 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

2. Social Services functions:

- 2.1 Meeting the Authority'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:- social services to children and young people in need under Section 17 of the Children Act 1989;
- 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.

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 Adult and community education;
- 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 Employee Led Mutual (3BM);
- 3.13 The Council's responsibility for policy and operation of the Council's Education transport operation.

4. Functions shared with Cabinet Member for Social Inclusion

- 4.1 The implementation and monitoring of projects and services in relation to the borough's Youth Offending Team and youth justice matters.
- 4.2 Youth services and its encouragement of other services to young people.
- 4.3 Sports activities for children and young people in schools.
- 4.4 The Council's relationship with services for young people offering support and career guidance (or any successor service).
- 4.5 Determining applications for financial assistance from the Voluntary Sector and Community Organisations within the Borough that fall within this portfolio.

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

In conjunction with the Leader and the Cabinet Member for Social Inclusion:

The Executive Director of Children's Services

In conjunction with all Cabinet Members:
Chief Executive
All Executive Directors

JUNE 2014

EXECUTIVE MEMBERS : RESPONSIBILITIES AND PORTFOLIOS

CABINET MEMBER FOR SOCIAL INCLUSION

This is a cross-cutting portfolio with shared responsibility across the Cabinet to develop, implement and monitor strategic policies and programme in respect of social inclusion.

1. Scope of portfolio

- 1.1 The development, monitoring and implementation of the Authority's Voluntary Sector strategy, including any Council-wide conditions applied to grant aid or funding by the Authority.
- 1.2 The development and implementation of community development projects, including the promotion of social enterprises that promote community development.
- 1.3 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.
- 1.4 Ensuring that community and cultural events promote social cohesion.
- 1.5 Leading the development and promotion of shared values and mutual respect across the diverse communities of the borough.
- 1.6 Developing strategic approaches to reduce inequalities including around health, education and employment outcomes; access to services; and participation in civic life.
- 1.7 Driving improvements in equality across communities and groups in the borough, and ensuring compliance with all legal equalities duties.
- 1.8 The community transport services.
- 1.9 To establish and review appropriate mechanisms for the organisation and management of town centre festivals, community festivals and other commemorative, celebratory and cultural events (excluding fireworks displays).
- 1.10 As 'Young People's Champion' furthering the Council's commitment to the involvement of young people in decision-making processes where appropriate.
- 1.11 Developing strategic policies and actions to limit poverty and social injustice.
- 1.12 The development and implementation of strategies to address the threat of extremism, including the Prevent Strategy.

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

- 2.1 The implementation and monitoring of projects and services in relation to the borough's Youth Offending Team and youth justice matters
- 2.2 Youth services and its encouragement of other services to young people
- 2.3 Sports activities for children and young people
- 2.4 The Council's relationship with services for young people offering support and career guidance (or any successor service)
- 2.5 Determining applications for financial assistance from the Voluntary Sector and Community Organisations within the Borough that fall within the portfolio

3. Functions shared with the Cabinet Member for Economic Development and Regeneration :

- 3.1 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.
- 3.2 The development, monitoring and implementation of the Authority's responses to Government initiatives and programmes in respect of unemployed people in the Borough.
- 3.3 Promotion of an entrepreneurial culture in schools, colleges and promoting tomorrow's entrepreneur.
- 3.4 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.

4. Function shared with the Cabinet Member for Environment, Transport and Residents Services

- 4.1 The Authority's sports strategy.

5. Function shared with the Cabinet Member for Housing

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

6. Function shared with the Cabinet Member for Social Inclusion

- 6.1 Developing approaches to ensure that all residents have increasing access to opportunity across the social, cultural, political and economic life of the borough.

Note: The Cabinet Member for Social Inclusion is responsible for:

In conjunction with the Leader and the Cabinet Member for Children and Education:

The Executive Director of Children's Services

In conjunction with all Cabinet Members:

Chief Executive

All Executive Directors

EXECUTIVE MEMBERS : RESPONSIBILITIES AND PORTFOLIOS

CABINET MEMBER FOR COMMERCIAL REVENUE AND RESIDENT SATISFACTION

1. Commercial Revenue Generation

- 1.1 Responsibility for working across the Council to maximise new sources of income generation from the commercial sector.
- 1.2 Working with the commercial director to develop, implement and monitor revenue generation strategies.
- 1.3 Working across the Council to consider innovative approaches to generating revenue from commercial ventures.
- 1.4 Generating new revenue and practices that do not entail raising new charges and fines that target residents or local businesses.
- 1.5 Agreeing and monitoring annual revenue generation targets.

2. Supporting Small Business Procurement

- 2.1 Ensuring that the Council's procurement of goods and services delivers added local value for residents, businesses and the third sector.
- 2.2 Developing strategies and practices that improve the Council's ability to procure locally sourced, value for money goods and services.
- 2.3 Ensuring the Council acts as a responsible corporate citizen towards small businesses.

3. Improving the Council's Ability to Deliver High Quality Services

- 3.1 Responsibility for reviewing the Council's management and work practices and training and development of all staff with the aim of developing a culture of continuous improvement.
- 3.2 Working with key officers to build can-do, results-orientated approaches that seek to improve outcomes even when current standards look okay.
- 3.3 Developing, monitoring and implementing strategies that ensure the Council optimises its management and work practices.
- 3.4 Identifying weak or failing services and working with officers to lead and support improvements.

- 3.5 Working with officers to improve staff morale and efficiency.
- 3.6 Implementing the use of successful incentives such as the Star Awards and other mechanisms for recording excellence.

4. Improving All Non-Media, Internal And External Communications

- 4.1 Working with communications and human resources officers to develop effective strategies that improve all the council's non-media communications.
- 4.2 Agree and monitor new standards of council communication with residents, local businesses and the third sector.
- 4.3 Ensuring customer satisfaction is seen as central to everything everyone working at the council says and does.
- 4.4 Ensuring all staff are better equipped to listen to, understand and respond to the concerns of residents and that all written communication meets set standards.
- 4.5 Responsibility for ensuring that the requirements of residents and local businesses are communicated across the council and contractors.
- 4.6 Ensuring that council staff and contractors communicate clearly in all their dealings with residents and local businesses.
- 4.7 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.
- 4.8 Embedding clear, responsive communication into the council's values and behaviours.
- 4.9 Ensuring that council staff and contractors consistently deliver any commitments they make to residents and local businesses in a timely manner.
- 4.10 Improving the interaction between the council and outside bodies such as housing associations to enhance engagement with residents.
- 4.11 Introduction of a common approach across the council towards measuring and improving resident and business satisfaction.
- 4.12 Development of revised complaints procedure and responses that treats complaints as an opportunity to learn and improve.
- 4.13 Ensuring that complaints are managed in an effective and timely fashion.

- 4.14 Introducing improved ways of measuring the satisfaction of residents and other stakeholders across council services and contractors.
- 4.15 Encouraging and rewarding staff ideas for improving resident satisfaction.

5. Public Engagement

- 5.1 To develop strategies to better work with the public on policy development and address issues of public concern.
- 5.2 To work with policy and accountability committee (PAC) chairs to co-ordinate policy development and implementation.
- 5.3 To lead working parties and public hearings that support the council in its quest to better relate to residents and local businesses.
- 5.4 To support and co-ordinate the establishment and successful running of ward panels with the relevant lead member.

6. Function shared with the Cabinet Member for Economic Development and Regeneration

- 6.1 Establishing and maintaining effective working partnerships with small businesses in pursuance of the Council's regeneration strategy.

7. Function shared with the Cabinet Member for Finance

- 7.1 Responsibility for the Council's overall corporate procurement strategy.

8. Function shared with the Cabinet Member for Social Inclusion

- 8.1 Developing approaches to ensure that all residents have increasing access to opportunity across the social, cultural, political and economic life of the borough.

Note: the Cabinet Member for Commercial Revenue Generation and Resident Satisfaction is responsible for:

In conjunction with the Cabinet Member for Economic Development and Regeneration

Executive Director of Housing and Regeneration

In conjunction with the Cabinet Members for Finance and Social Inclusion:

Executive Director of Finance and Corporate Governance

In conjunction with all Cabinet Members:

Chief Executive

All Executive Directors

MAY 2015

LEAD MEMBER FOR CONTRACTS

This post-holder will be working directly with the Leader to:

- 1.1 Review all existing Council contracts to ascertain whether further savings or improved performance can be achieved.
- 1.2 Review and recommend, in consultation with the Cabinet Member for Economic Development and Regeneration, planning agreement proposals.
- 1.3 Monitor the performance of the Legal Services Division.

LEAD MEMBER FOR HOSPITALS AND HEALTH CARE

This post-holder will be working directly with the Cabinet Member for Health and Adult Social Care to:

- 1.1 Co-ordinate the Council's use of planning and legal powers to defend hospital services and existing levels of service provision.
- 1.2 Lead a public review of residents' access to GP services.
- 1.3 Facilitate greater partnership working between doctors, social care professionals and other relevant groups.
- 1.4 Work with resident groups to defend and negotiate the continued provision of high quality health care services to residents of the borough, particularly at Charing Cross Hospital.

LEAD MEMBER REPRESENTATIVE FOR THE ARMED FORCES

1.1 This post-holder will be working directly with the Cabinet Member for Social Inclusion to:

- a) 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.
- b) 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.
- c) promote remembrance and commemorative events.

LOCAL BUSINESSES CHAMPION

- 1.1 The Local Business Champion is recognised as a key function of the Chair of the Economic Regeneration, Housing and the Arts Policy and Accountability Committee. The role is to champion the business sector and ensure small businesses have a strong voice within LBHF:
- a) develop and pilot policy initiatives that benefit local businesses and the borough's economy.
 - b) help build a consensus between business people and the council on the council's support (policies and approach) needed for enterprise and businesses to start up, thrive and grow in the borough, and to champion support for businesses within the council.
 - c) work to ensure the borough's commercial centres and high streets are competitive and commercially beneficial places to locate to.
 - d) to be a further identifiable point of contact for borough businesses on council matters.
 - e) monitor the performance of the Economic Development and Procurement teams in supporting these objectives.