

## **Part Four – The Executive**

### **Section One – The Leadership Team and Executive Authority**

#### **RESPONSIBILITIES**

- I.01 The Leadership Team is the Council’s executive, which is the part of the Council responsible for most of the major service, financial and policy decisions. In fact it is responsible for undertaking all of the Council’s functions, except for those functions that the law specifies are the responsibility of full Council or which are delegated by the Council to committees, sub-committees (if any) or officers.

#### **THE LEADER OF THE COUNCIL**

- I.02 The Leader is a Councillor who is elected by the Council to the position of Leader of the Council, in normal circumstances at the Annual Council Meeting immediately following the Borough Elections every four years. The Leader holds office until:
- (a) he or she resigns from the office;
  - (b) he or she is suspended from being a Councillor (although he or she may resume office at the end of the period of suspension);
  - (c) he or she is no longer a Councillor;
  - (d) he or she is removed from office by resolution of the Full Council; or
  - (e) 6.30pm on the day of the Annual Council Meeting immediately following the next Borough Elections after his or her election as Leader.

#### **THE DEPUTY LEADER**

- I.03 The Leader will appoint one of the Lead Members to be his or her deputy. The Deputy Leader holds office until:
- (a) he or she resigns from office;
  - (b) he or she is suspended from being a Councillor (although he or she may resume office at the end of the period of suspension);
  - (c) he or she is no longer a Councillor;
  - (d) he or she is removed from office by the Leader; or
  - (e) the end of the term of office of the Leader.

#### **LEAD MEMBERS**

- I.04 The Leader appoints the Leadership Team, which can comprise up to a maximum of ten councillors (including the Leader), and must notify the Head of Governance and Mayoralty of any such appointments. Notice of the appointment will be made public within two working days, at which point the appointment becomes effective.

- I.05 Individual Councillors who are members of the Leadership Team are known as Lead Members and they hold office until:
- (a) they resign from office; or
  - (b) they are suspended from being Councillors (although they may resume office at the end of the period of suspension); or
  - (c) he or she is no longer a Councillor; or
  - (d) he or she is removed from office by the Leader; or
  - (e) the end of the term of office of the Leader.
- I.06 As circumstances require, and to cover planned and unplanned absences, the Leader may assign executive portfolio responsibilities from one Lead Member to another and will notify the Head of Governance and Mayoralty accordingly.

### **PROJECT CHAMPIONS**

- I.07 Other members of the Council may, from time-to-time, be designated by the Leader (and notified as such to the Head of Governance and Mayoralty) as a 'Project Champion' for a specified project or policy issue. Such a councillor will not be a member of the Leadership Team and cannot make executive decisions, but will work with and support the relevant Lead Member.
- I.08 A Project Champion can attend the public part of any Leadership Team meeting in the same way as any other non-executive councillor and can speak with the permission of the chair (but not vote).
- I.09 Project Champions should not be involved in scrutinising issues or policies in which they have been actively involved which will in normal circumstances mean that they should not serve on the scrutiny committee charged with scrutinising that service area.

### **THE LEADERSHIP TEAM**

- I.10 The Leadership Team usually meets on a monthly basis, but the Leader keeps this arrangement under review. The Leader or, in his/her absence, the Deputy Leader chairs the meetings.
- I.11 Councillors who are not members of the Leadership Team cannot make any executive decisions, nor can they act as substitutes for Lead Members. In the absence of Lead Members, the Leader (and/or Deputy Leader in the Leader's absence) will act on their behalf or determine which Lead Member will cover an absent colleague's responsibilities.

### **THE DELEGATION OF EXECUTIVE AUTHORITY**

- I.12 The functions set out in Part 4, Section 2 of this Constitution have been delegated by the Leader to the Lead Member and/or executive director or director.
- I.13 If for any reason the Leader is unable to act or the office of Leader is vacant the Deputy Leader will act in his or her place.
- I.14 The Leader keeps the Executive's scheme of delegation under review and notifies the Head of Governance and Mayoralty of any alterations. The latter will ensure that:

- (i) all Councillors are informed of those alterations;
- (ii) the Constitution is amended accordingly;
- (iii) the alterations are published; and
- (iv) a report is made annually to the full Council on the changes that have been made during the previous twelve months.

### **THE COUNCIL'S BUDGETARY AND STRATEGIC FRAMEWORK**

- I.15 The Leadership Team is responsible for the preparation of the Council's budget and the various plans and strategies that constitute the Council's strategic framework.
- I.16 In preparing the Council's budget and strategic plans, the Leadership Team will consult with relevant stakeholders, partner agencies and local people.
- I.17 The Leadership Team is also required to consult with the Overview and Scrutiny Committee as it draws up its budgetary and strategic plans, and to give proper consideration to any responses. In this respect, the Leadership Team needs to give advance notification to that Committee to allow the consideration of draft plans and strategies to be built into the Annual Scrutiny Work Programme.
- I.18 Having considered the views and recommendations of the Overview and Scrutiny Committee and other interested parties including local people, the Leadership Team will then present the budget, plans and/or strategies to the full Council for adoption.

### **KEY DECISIONS AND EXECUTIVE DECISIONS**

- I.19 Executive decisions (i.e. decisions that do not, by law, have to be taken by full Council or one of its committees) are taken either by the full Leadership Team, an individual Lead Member or by an officer who has the constitutional authority to make that decision.
- I.20 Those executive decisions which fall within the following definition are known as Key Decisions and, unless specifically delegated by the Leader, will be taken by the Leadership Team or by a Lead Member (as provided in Section 2 below):

A Key Decision is an executive decision which is likely:

- (a) to result in significant income or expenditure as follows:
    - contracts, capital expenditure and/or the disposal of property or interests in property (e.g. leases) with a total value of £1.5 million or more;
    - revenue expenditure or income of £500,000 or more; and
    - the making of individual grants of £50,000 or more; and/or
  - (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards.
- I.21 A decision will be a Key Decision by virtue of its 'significant local impact' (as per paragraph I.20(b) above) if the impact is felt across two or more wards and it satisfies one or more of the following criteria:

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- (i) it is contentious, i.e. a proposal to which a substantial number of local people and/or their local councillors are already known to object; and/or
- (ii) it entails demonstrable social, economic or environmental impact to a substantial number of local people, or significant risks for the Council; and/or
- (iii) it entails the closure or significant change to the provision of any Council service, school or education facility which impacts principally on one or more vulnerable groups.

### Notes:

- (a) *In normal circumstances 'substantial number' is interpreted as hundreds (rather than tens) of people (across two or more wards).*
  - (b) *Any disputes over the interpretation of these criteria will be determined by the Monitoring Officer. Where a challenge is made but the decision properly remains an officer decision, the senior officer responsible for the service will make all reasonable efforts to engage with interested councillors and residents before the decision is made.*
  - (c) *Other than in the circumstances envisaged at paragraph 1.21(iii) above, where a decision is only likely to have a significant impact on a small number of people the matter will not be a Key Decision but the decision-maker should ensure those people and their ward councillors are informed of the forthcoming decision in sufficient time to give their views. Decisions on the sale of property interests with a value of £1.5million or more will always be Key Decisions. Those below this will not be, other than in exceptional circumstances based on the criteria above.*
  - (d) *Decisions on statutory lease extensions are delegated to the Executive Director of Housing and Social Investment so do not fall within the Key Decision or Executive Decision definitions, as approved by Council at its meeting on 3 March 2021.*
  - (e) *The decision to begin a procurement exercise and the procurement strategy which informs it should be agreed through a Key Decision if it is likely to result in the award of a contract valued £1.5 million or more.*
- 1.22 Any matter that does not fall within the above definition is delegated to the relevant Council officer (in accordance with Part 7, Section 2 of the Constitution), albeit that any officer can, where he/she sees fit to do so, consult with the relevant Lead Member prior to taking any decision falling within his/her delegated authority. Furthermore the Leader or any Lead Member can give notice that they wish themselves to take, or for the Leadership Team to take, any executive decision within their portfolio that would otherwise fall within an officer's delegated authority (i.e. 'recall' a specific delegated matter) subject to the usual requirements around advance publicity on the Forward Plan (see more below).
- 1.23 Executive decisions (see paragraph 1.19 above) that do not fall within the Key Decision definition above but which involve income or expenditure of £100,000 or more will be taken by the relevant Executive Director (and are referred to as 'Executive Decisions').

## THE FORWARD PLAN

- I.24 The Council will give at least 28 calendar days notice of any Key Decision or Executive Decision. The Council publishes these notices in a document called 'The Forward Plan'. [The Forward Plan is available on the Council website](#) and contains the following information:
- (i) the subject matter of the decision to be made;
  - (ii) where the decision-taker is an individual Lead Member, that Lead Member's name, and title; where the decision maker is the Leadership Team or another executive decision-making body, its name and a list of its members; and where the decision maker is an officer his/her name and title;
  - (iii) if a meeting at which the decision is to be taken is to be held in private, the reasons for that;
  - (iv) the date on which, or the period within which, the decision is to be made;
  - (v) a list of the documents submitted to the decision maker for consideration in relation to the decision to be made;
  - (vi) the address from which copies of, or extracts from, any document listed is available;
  - (vii) other documents relevant to those matters that are to be submitted to the decision maker; and
  - (viii) the procedure for requesting details of those documents (if any) as they become available.
- I.25 The Forward Plan is updated on an ongoing basis by the addition or amendment of new items which will be the subject of future decisions or by the deletion of planned decisions that will no longer be required. At the point that a new item is added to the Forward Plan, at least 28 days before the decision is to be taken, there will rarely be any written report drafted or available.

## LEADERSHIP TEAM MEETINGS AND DECISIONS

- I.26 Where a Leadership Team decision is required, officers will first ensure that notice of this has been added to the Forward Plan. After that the following procedure applies:
- (i) The item is placed on the agenda for an upcoming Leadership Team meeting. In due course the agenda is then published giving five clear working days notice of the meeting, and all Councillors are notified.
  - (ii) Any councillor can attend a Leadership Team meeting and the the Leader may:
    - (i) permit them to speak; or
    - (ii) where the Overview and Scrutiny Committee so requests, refer the matter to the relevant scrutiny committee.
  - (iii) The decision is then made (or not made) by the Leadership Team.
  - (iv) Up until 5.00pm on the day following the Leadership Team meeting, the decision can be called-in by the Overview and Scrutiny Committee (see Part 5, Section 3 of the Constitution). If the Head of Governance and Mayoralty receives no call-in requisition – supported in writing by a majority of the appointed members of

the Overview & Scrutiny Committee – by this deadline, then the decision will be implemented.

- (v) Where a decision is called-in, the Head of Governance and Mayoralty notifies the Chair of the Overview and Scrutiny Committee and implementation of the decision will be deferred for five days to allow the Overview and Scrutiny Committee to arrange for consideration of the matter. If Scrutiny has not considered the matter within this period, the Leadership Team can implement the decision. Where the Overview and Scrutiny Committee (or a Scrutiny Committee charged by the Overview and Scrutiny Committee) does consider the matter it can decide whether or not to recommend reconsideration or may, where the proposal is contrary to the Council's budgetary and strategic framework, refer the matter to full Council.
- (vi) Where Scrutiny or the full Council recommends reconsideration, the decision will be placed on the agenda for the next Leadership Team meeting and the Overview and Scrutiny Committee (or the Scrutiny Committee that was charged by the Overview and Scrutiny Committee to consider the issue) is invited to make representations at that meeting before the final decision is made.
- (vii) The minutes of Leadership Team meetings provide the formal written statement of the executive decisions taken at such meetings and these will include, in part by reference to the report upon which the decision was based:
  - a record of the decision, including the date it was made;
  - a record of the reasons for the decision;
  - details of any alternative options considered and rejected by the decision-making body at the meeting at which the decision was made;
  - a record of any conflict of interest relating to the matter decided which is declared by any member of the decision-making body which made the decision; and
  - in respect of any declared conflict of interest, a note of dispensation granted by the Chief Executive.

### **CONSIDERATION OF EXEMPT OR CONFIDENTIAL PAPERS AT LEADERSHIP TEAM MEETINGS**

- I.27 At least 28 days clear notice is given of any part of a meeting where exempt or confidential papers are to be considered. This is done as and when each decision item is added to the Forward Plan, identifying the date the decision will be taken and whether or not the report will include any exempt or confidential papers which might call for consideration in private session.

### **DECISIONS BY INDIVIDUAL LEAD MEMBERS**

- I.28 Where an individual Lead Member Key Decision is required, the relevant senior officer will first ensure it has been added to the Forward Plan. After this the following procedure applies:
- (i) The report dealing with the matter upon which the decision is needed will be produced and published at least five clear days before the decision is to be taken.

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- (ii) The Overview and Scrutiny Committee will be notified and will have no less than the above five clear working days to comment on the matter to the relevant Lead Member and/or senior officer.
- (iii) Provided 28 days has elapsed, and subject to (i) and (ii) above, a decision is then made by the Lead Member; and
- (iv) As soon as reasonably practicable after an individual Lead Member has made an executive decision, the Council will produce a written statement of that decision which includes the following:
  - a record of the decision including the date it was made;
  - a record of the reasons for the decision;
  - details of any alternative options considered and rejected by the Member when making the decision;
  - a record of any conflict of interest declared by any executive member who is consulted by the member which relates to the decision; and
  - in respect of any declared conflict of interest, a note of dispensation granted by the Monitoring Officer.
- (v) The decision is not implemented for a further five working days, during which time it can be called-in by the Overview and Scrutiny Committee. If the Head of Governance and Mayoralty receives no call-in requisition - supported in writing by a majority of the appointed members of the Overview and Scrutiny Committee – during this time, then the decision will be implemented.
- (vi) Where a decision is called-in, the Head of Governance and Mayoralty notifies the relevant scrutiny committee chair and Lead Member, who defers implementing the decision for a further five working days to allow the scrutiny committee to consider the matter. If the scrutiny committee has not considered the matter within this period, the Lead Member can implement the decision. Where the scrutiny committee has considered the matter, it can decide whether or not to recommend reconsideration or may, in some circumstances, refer the matter to full Council.
- (vii) Where the scrutiny committee or the full Council recommends reconsideration, the decision is placed on the agenda for the next Leadership Team meeting and the scrutiny committee is invited to make representations at that meeting before the final decision is made.

### **EXECUTIVE DECISIONS TAKEN BY OFFICERS**

- I.29 Please see paragraph I.23 above, and I.24-I.25 which cover the notice given to such decisions.
- I.30 The report dealing with the matter upon which the decision is needed will be produced and published at least five clear days before the decision is to be taken.
- I.31 As soon as reasonably practicable after an individual officer has made an Executive Decision, the Council will produce a written statement of that decision which includes the following:

- a record of the decision including the date it was made;
- a record of the reasons for the decision;
- details of any alternative options considered and rejected by the officer when making the decision;
- a record of any conflict of interest declared by any executive member who is consulted by the officer which relates to the decision; and
- in respect of any declared conflict of interest, a note of dispensation granted by the Monitoring Officer.

## **URGENCY PROVISIONS**

### **Standard Urgency Procedure ('General Exception')**

- I.32 Where, on the grounds of urgency, publication of the intention to make a Key Decision is impracticable, that decision may still be made provided:
- the chair of the Overview and Scrutiny Committee has been informed in writing (or, if there is no such person, each member of the Overview and Scrutiny Committee) of the matter about which the decision is to be made;
  - a copy of the notice given to the Chair of the Overview and Scrutiny Committee (or, in his or her absence, the vice-chair) has been made available at the Council offices and published on the Council's website; and
  - five clear working days have elapsed following the day on which the notice was made available.
- I.33 As soon as reasonably practicable after this has been done the Council will publish a notice at the Council offices and on its website setting out the reasons why this urgency provision has been used (i.e. why compliance with Regulation 9 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 is impracticable).

### **Special Urgency**

- I.34 Where an urgent Key Decision is required but compliance with the above is impracticable, the decision may still be made provided the decision maker has obtained the agreement of the Chair of the Overview and Scrutiny Committee (or, if there is no such person or if the Chair of the Committee is unable to act, the Mayor) that the making of the decision is urgent and cannot reasonably be deferred and, thereafter, published a notice at the Council offices and on the website setting out the reasons that the decision is urgent and cannot reasonably be deferred.
- I.35 The Leader reports quarterly to full Council on how often these urgency procedures are used, together with the details in each case.

### **Urgency in relation to Executive Decisions taken by Officers**

- I.36 Where, on the grounds of urgency, publication of the intention to make an officer Executive Decision is impracticable, that decision may still be made provided the chair of the Overview and Scrutiny Committee has been informed in writing (or, if there is



no such person, each member of the Overview and Scrutiny Committee) of the matter about which the decision is to be made.

### **OFFICER ADVICE, REPORTS AND BRIEFINGS**

- I.37 Officers are responsible for providing professional advice to the Leadership Team or Lead Member who will be taking a decision. This will usually take the form of a report setting out the issue, policy context, options available including identification of risks, opportunities and mitigations, results of consultation, any legal or financial considerations, relevant statutory duties or other requirements (e.g. the public sector equality duty), and other professional advice including on the costs and feasibility of implementing decisions.
- I.38 Senior Council officers bringing forward reports for Leadership Team or Lead Member decision are expected to engage with service users, local people, ward councillors, scrutiny councillors and other stakeholders in the development of proposals as appropriate and to demonstrate that any feedback has been considered before any firm recommendation is developed. Report authors are also responsible for providing any mitigations required to address any issues raised by the professional advice contained within the report.

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### Section Two – The Distribution of Executive Authority

2.01 The Leader of the Council is Cllr Elizabeth Campbell. Details of those Members she has appointed to her Leadership Team are published on the Council website and are available also by calling Governance Services on 020 7361 2265.

#### **DECISIONS BY THE FULL LEADERSHIP TEAM**

2.02 The Leadership Team makes decisions in the following circumstances:

- (a) matters reserved to the Leadership Team as set out in paragraph 2.03 below;
- (b) matters normally delegated to individual Lead Members where, in any particular case, the Leader directs that the decision should be made by the Leadership Team;
- (c) matters delegated to the individual Lead Member where the relevant Lead Member decides to refer any particular matter to the Leadership Team for decision; and
- (d) matters referred to the Leadership Team by individual Lead Members following call-in by Scrutiny - see Part Five, Section Three - of the Constitution.

2.03 The Leadership Team has overall responsibility for the preparation of the budget, and the policy and financial frameworks, which are to be agreed by the full Council. In carrying out these overall functions and responsibilities, the Leadership Team is responsible for the following:

- (a) Leadership in these areas:
  - (i) proposing policy development, changes and new policy;
  - (ii) articulating existing Council policy to other parties;
  - (iii) commenting on proposals from others on behalf of the Council, including through the media;
  - (iv) influencing others, including the media, in order to promote existing Council policy and associated matters; and
  - (v) the continuous improvement of Council services.

**Note:** *if for any reason the Leader and Deputy Leader are both unable to act, or the offices of the Leader and the Deputy Leader are both vacant, the Leadership Team must act in the Leader's place or must arrange for a member of the Leadership Team to act in the Leader's place.*

- (b) Working in partnership with other public, private, voluntary and community organisations to achieve the priorities and objectives set out in the Council Plan or other policies and strategies; and to otherwise support or benefit those who live in, work in or visit the Borough.
- (c) Decision-making in the following areas:

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- (i) the introduction of new, or the development or termination of existing services within the Borough;
- (ii) the acquisition of any land, which involves the use of a compulsory purchase order;
- (iii) the letting of any contract covering a number of Council's directorates (other than in service areas specifically reserved to the full Council or one of its committees as set down elsewhere in the Constitution);
- (iv) any proposal to transfer £500,000 or more from one budget head to another;
- (v) all disposals of land and buildings - by way of the grant, transfer, assignment or renewal of a leasehold interest or the transfer of the freehold – that are of a sensitive or controversial nature, or where substantive councillor objections have been raised (not including the disposal of domestic dwellings under Right-to-Buy legislation);
- (vi) the disposal of assets, excluding property, of £1.5million or more;
- (vii) proposals for major policy plans to be recommended to Council;
- (viii) proposals for the annual revenue and capital budgets to be recommended to Council, including proposals for local taxation; and
- (ix) the setting up of local authority companies, including the making of appointments thereto.

### **SHAREHOLDER COMMITTEE**

#### **Membership**

- 2.04 The Shareholder Committee will comprise three Members of the Executive ('Lead Members') which, subject to the decision of the Leader of the Council, will normally be: (i) the Lead Member for Finance & Customer Delivery (as Chair); (ii) the Lead Member for Planning, Place & Environment; (iii) the Lead Member for Grenfell, Housing & Social Investment.
- 2.05 Each Shareholder Committee member may nominate an alternate Lead Member to attend a meeting in their place.
- 2.06 The Shareholder Committee will appoint the Lead Member for Finance and Customer Delivery as Chair of the Shareholder Committee. If the Chair is not present at the start of a meeting of the Shareholder Committee, those members present will appoint one of the members present to chair that meeting.

#### **The Role of the Shareholder Committee**

- 2.07 The Shareholder Committee will have a role in ensuring proper governance of any company or companies wholly owned or controlled by the Council, such role to include: (i) monitoring information from each company, in particular on financial and other risks, but also compliance with other policies and duties and escalating such risks within the Council as appropriate; (ii) exercising decisions relating to the Council's role as shareholder, member, owner, lender, or other position of significant control over the company where those decisions have been delegated to the Shareholder

Committee; and (iii) making reports and recommendations to the Leadership Team on areas outside of the Shareholder Committee's delegated authority.

- 2.08 It is expected that each company will enter into a form of agreement with the Council (whether as owner, controller or lender) setting out the basis of the relationship between them (each a 'memorandum of agreement').
- 2.09 A detailed description of the Shareholder Committee's role in relation to each company will be set out in the relevant Memorandum of agreement.
- 2.10 The following decisions are delegated to the Shareholder Committee for all companies: (i) Altering in any respect the articles of association of a company (or any other governing document such as the rules of a community benefit society) (ii) Altering the rights attaching to any of the shares in a company (iii) Permitting the registration of any person as a shareholder or member of a company (iv) Nominating directors to be appointed on the board of a company and notifying a company to remove directors from its board (v) Increasing the amount of a company's issued share capital (vi) Altering the name of any company (vii) Adopting, reviewing or amending a company's business plan (viii) Where a company fails to produce a Business plan as required by its Memorandum of agreement, producing that company's Business plan (ix) Approving any decision relating to the issue of loan capital in relation to any company and to any approvals relating to any intra-group loans (x) Directing the board of a company to take or to refrain from taking a particular action (xi) Any other decision which is reserved to the Council as shareholder in the relevant governing documents of the company or in any Memorandum of agreement between the Council and that company.
- 2.11 Decisions which are not delegated to the Shareholder Committee in accordance with 2.4 (i)-(xi) above will be taken through the usual decision-making processes in accordance with the Council's governance and constitutional framework.

### **The Operation of the Shareholder Committee**

- 2.12 The Shareholder Committee will meet three times per year, or more frequently if required.
- 2.13 The quorum for a meeting of the Shareholder Committee is a minimum of 2 members.
- 2.14 Meetings will be held in public or otherwise in line with the Council's Constitution.
- 2.15 The Shareholder Committee shall make its decisions as follows: (i) At meetings of its members by consensus of those present, unless any member of the Shareholder Committee requires a vote, in which event a majority decision will be taken with each member of the Shareholder Committee present having a single vote. The Chair of the meeting has a casting vote in the event that there is no clear majority; or (ii) In cases of urgency, by a decision made by the Chair of the Shareholder Committee, in normal circumstances following email consultation with the other Committee Members.
- 2.16 The Shareholder Committee will review the Terms of Reference annually and make any necessary recommendations for change to the Leader of the Council.

## **THE RESPONSIBILITIES OF ALL LEAD MEMBERS**

- 2.17 There are occasions when matters affect more than one Lead Member’s portfolio; on such occasions, the Lead Members concerned act together.
- 2.18 In undertaking the responsibilities delegated to him or her, a Lead Member must act lawfully. This means that the Lead Member must act within the scope of the authority that is delegated to him or her in accordance with any limits within the delegation, this Constitution, Council policies and procedures, the *Councillors' Code of Conduct* and having regard to professional advice from officers. The Lead Member must act prudently to make best use of Council resources through a combination of economy, efficiency and effectiveness.
- 2.19 Each Lead Member has political responsibility for the leadership, strategy and effectiveness of the services and areas of responsibility within their portfolios (as set out in para 2.12 (below)). As such each Lead Member is responsible for providing assurance to the Leadership Team about the functions, services and areas of responsibility within their portfolios.
- 2.20 The Lead Member is also democratically accountable to local communities and has a key role in defining the local vision and setting political priorities for their functions, services and areas of responsibility within the broader policy context of the Council.
- 2.21 Lead Members will
- (a) speak up on matters of local concern and act as the main Council spokesperson on issues within their portfolio;
  - (b) liaise with the Chairs of the Overview and Scrutiny Committee and relevant select committee(s);
  - (c) support the Leader of the Council in connection with functions and services organised on a bi-borough basis and other joint or partnership working arrangements;
  - (d) promote the Council's policies and communicate with the public as appropriate through local and other media ; and
  - (e) provide assurance to the Leadership Team about the service areas and areas of responsibility within their portfolios.
- 2.22 Lead Members have responsibility for making key decisions when not taken by the Leadership Team for the service areas within their portfolios and specifically for
- (a) approving use of specific grants and/or funding from non-governmental sources, and any delivery plans and agreements in relation to such funding;
  - (b) the approval of grants of £50,000 or more to voluntary and other organisations, and approving jointly with other Lead Members where the application affects more than one portfolio;
  - (c) proposals and responses to Government and its agents, the Greater London Authority, and others;
  - (d) approving requests for waivers from Contract Regulations in accordance with those Regulations;

- (e) giving approval to proceed to advertise or any other method of securing competition authorised by Contract Regulations for inviting and accepting tenders and quotations and for awarding contracts valued at £1.5million or more;
  - (f) approving variations to contracts in accordance with the Contract Regulations;
  - (g) approving recommendations to the Deputy Leader and Lead Member for Grenfell, Housing and Social Investment concerning the disposal or acquisition of property; and
  - (h) the approval of the setting of new fees and charges and revising current ones.
- 2.23 In connection with services, policy and other matters within their portfolios, Lead Members will work with and provide support and challenge to the relevant chief officer(s) who have the professional and corporate accountability with regards to the following :
- (a) the overall strategy for services in accordance with the Council Plan;
  - (b) the strategy for the continuous improvement of services
  - (c) budget control within the budgetary framework approved by full Council;
  - (d) sufficient overall levels of staffing, premises and other resources to secure agreed standards and target outcomes ;
  - (e) the efficient and safe use of Council premises by services and health and safety matters.
- 2.24 In addition to the specific functions above, Lead Members:
- (a) should attend Scrutiny meetings or hearings when so requested;
  - (b) are required to respond to requests for information that made by Scrutiny members.

## **THE FUNCTIONS AND PORTFOLIOS OF INDIVIDUAL LEAD MEMBERS**

### **The Leader of the Council**

- 2.25 The scope of the Leader’s responsibilities spans all portfolios, ensuring co-ordination and a coherent approach to the Council’s decision-making. The Leader can make any decision which is delegated to an individual Lead Member or to the Leadership Team. In this role, the Leader has specific political responsibility for leadership, strategy, effectiveness of services , partnership working and decision making within the following policy and service areas:
- (i) overall responsibility for Grenfell recovery and legacy
  - (ii) overall strategy, performance, policy, and budgeting
  - (iii) overall responsibility for COVID-19 recovery
  - (iv) the Council Plan
  - (v) the delivery of corporate transformation and change

- (vi) emergency and civil contingency planning
- (vii) the Public Inquiry and other external examinations of the Council
- (viii) Corporate Services - HR and Corporate Strategy
- (ix) communications, as primary spokesperson for the Council
- (x) good governance and decision making
- (xi) liaison with Government, the Greater London Authority (GLA) and London Councils
- (xii) local strategic partnerships and engagement with partner agencies

**Deputy Leader and Lead Member for Grenfell Housing, Housing & Social Investment**

2.26 The scope of this portfolio is concerned with political leadership, strategy, partnership working and decision making within the following policy and service areas:

- (i) the housing elements of Grenfell
- (ii) the improvement and refurbishment of Lancaster West Estate
- (iii) housing investment, including any other estate improvement and refurbishment
- (iv) housing strategy and policy
- (v) Council housing management services
- (vi) housing demand, including homelessness and allocations policy
- (vii) the Housing Revenue Account (HRA) business plan
- (viii) social investment, the management, acquisition, sale and letting of the Council's property assets

**Lead Member for Adult Social Care & Public Health**

2.27 The scope of this portfolio is concerned with political leadership, strategy, partnership working and decision making within the following policy and service areas:

- (i) public health - COVID-19 recovery; the promotion of healthy living; strengthening health and wellbeing and reducing health inequalities
- (ii) safeguarding of vulnerable adults
- (iii) community based support for adults affected by Grenfell
- (iv) assessment and care management of social services for vulnerable adults in need
- (v) elderly people's services
- (vi) services for people with learning disabilities
- (vii) mental health services
- (viii) physical disability services

- (ix) transitions from children’s services
- (x) partnership working and service integration with the local NHS
- (xi) discretionary welfare provision and subsidised transport
- (xii) the Health & Wellbeing Board (as chair)

**Lead Member for Communities**

2.28 The scope of this portfolio is concerned with political leadership, strategy, partnership working and decision making within the following policy and service areas:

- (i) community engagement and empowerment
- (ii) the Grenfell Dedicated Service for bereaved and survivors
- (iii) the Grenfell Community Programme
- (iv) equality, diversity and inclusion
- (v) working with the Voluntary Community Sector (VCS), including grant funding the Voluntary Sector Support Fund (VSSF)
- (vi) ward budgets
- (vii) community assets
- (viii) the Mayoralty

**Lead Member for Community Safety, Culture & Leisure**

2.29 The scope of this portfolio is concerned with political leadership, strategy, partnership working and decision making within the following policy and service areas:

- (i) community safety (including Wardens), anti-social behaviour, reducing crime and the fear of crime
- (ii) parks (including the Parks Police), community gardens, open spaces, and leisure centres
- (iii) the Culture Plan; museums and galleries; public art; events and film
- (iv) the Council’s role in supporting the Notting Hill Carnival
- (v) the Mortuary and Coroners’ Services, cemeteries
- (vi) the Registrars and bereavement services
- (vii) the Community Safety Partnership Board (as chair)

**Lead Member for Local Economy & Employment**

2.30 The scope of this portfolio is concerned with political leadership, strategy, partnership working and decision making within the following policy and service areas:

- (i) economic development, employment, and skills
- (ii) street markets and street trading



- (iii) Trading Standards, food hygiene and health and safety
- (iv) the local labour market and supply chain strategies
- (v) sustainability of high streets and retail
- (vi) the Library and Archive Services
- (vii) apprenticeship within the Council, local partners, and suppliers
- (viii) alternative career pathways for residents 16+
- (ix) further and adult education, skills, and employability

**Lead Member for Family & Children’s Services**

2.31 The scope of this portfolio is concerned with political leadership, strategy, partnership working and decision making within the following policy and service areas:

- (i) safeguarding of vulnerable children and young people
- (ii) the impact of COVID-19 on learning, education settings and vulnerable children and young people
- (iii) support for children and young people affected by Grenfell
- (iv) ensuring robust corporate parenting
- (v) new educational provision and admissions
- (vi) services for schools and pupils
- (vii) nursery schools and childcare
- (viii) children’s centres
- (ix) youth services, youth justice and the Youth Offending Team (YOT)

**Lead Member for Finance & Customer Delivery**

2.32 The scope of this portfolio is concerned with political leadership, strategy, partnership working and decision making within the following policy and service areas:

- (i) revenue and capital budget planning and monitoring (with the Leader)
- (ii) Customer Services
- (iii) digital transformation and enablement
- (iv) Corporate Services - Legal Services, Facilities & Events Management, Electoral Services, Procurement, Corporate Health & Safety
- (v) investments and treasury management
- (vi) Council tax and benefits
- (vii) Cost of living

**Lead Member for Planning, Place & Environment**

- 2.33 The scope of this portfolio is concerned with political leadership, strategy, partnership working and decision making within the following policy and service areas:
- (i) the response to climate emergency, improving air quality and carbon emissions
  - (ii) planning policy and planning briefs for individual development sites
  - (iii) maintenance and improvement of highways and street lighting
  - (iv) placemaking, and overseeing the direction and overall quality of the built environment
  - (v) licensing
  - (vi) noise and nuisance
  - (vii) private sector housing
  - (viii) waste management, recycling, street cleansing and pest control
  - (ix) transport strategy and transportation policies
  - (x) parking policy and operations, including fees and charges
  - (xi) development control and enforcement; Community Infrastructure Levy (CIL) and Section 106
  - (xii) conservation areas and garden squares
  - (xiii) the Council's responsibilities as Lead Local Flood Authority