

## **TERMS OF REFERENCE – DELEGATIONS TO ALL CABINET MEMBERS**

Each individual Cabinet Member will have the following delegations to the extent that relate to the services within their portfolios:

### **CONTRACTS**

Subject to the policies and procedures approved by the Cabinet Member for Finance and Council Reform:

- (a) To agree the general levels of service for all term contracts that are being let for the first time. In the case of contracts being re-let over the value of £1.5m to approve the service levels only where, in the opinion of the Executive Director, there are significant changes to these since the last contract award.
- (b) To award all contracts exceeding £1,500,000 and consultants' agreements exceeding £300,000 within the Terms of Reference of the Cabinet Member and relevant Chief Officer, with the exception of contracts which have been referred to the Cabinet Member for Finance and Council Reform on the basis that there are corporate or major implications which need to be considered.
- (c) To monitor the performance of contracts relating to the Cabinet Member's terms of reference let by the said Cabinet Member for the first time or where the re-let of the contract has significant changes to service levels after the first six months after the award of the contract.
- (d) To monitor all contracts within the Terms of Reference of the Cabinet Member where the contract value exceeds £1,500,000 (£300,000 in respect of consultant's agreements).
- (e) To approve extensions of contracts or contract overspends where the total contract value is more than £1.5 million and the extension of overspend would account for an additional cost of 10% or more of the contract value.
- (f) To approve claims in excess of £150,000 from contractors for contracts within the Cabinet Member's Terms of Reference.
- (g) To make decisions on requests for waiver of the Procurement Code in respect of contracts with overall values of more than £1,500,000 (£300,000 for consultancy agreements) for contracts within the Cabinet Member's Terms of Reference.
- (h) To consider such other contractual matters as may be required by the Procurement Code.
- (i) To consider settlement of disputes which exceed £150,000.

### **STAFFING MATTERS**

Staffing matters which fall within the scope of the Cabinet Member's Terms of Reference.

Where proposals involve redundancy/"early retirement" payments these will also be subject to the endorsement of the Cabinet Member for Finance and Council Reform.

To have a responsibility for upholding the Council's commitment to diversity and inclusion and creating a culture of openness, transparency and integrity.

### **FINANCIAL MATTERS**

To approve capital expenditure in accordance with the Financial Procedures on schemes within the Terms of Reference for the Cabinet Member which form part of the approved Capital Programme.

Such other financial matters as set out in the Financial Regulations contained in the Council's Constitution.

### **ETHICAL STANDARDS**

To have responsibility for ensuring that all activities within the remit of the Cabinet Member are carried out to the highest ethical standards.

### **CONSULTATION**

To consult with other Cabinet Members on major matters affecting this portfolio, as appropriate, to enable them to maintain a general oversight across portfolios as described in their Terms of Reference

## **THE LEADER OF THE COUNCIL (CABINET MEMBER)**

### **CORPORATE STRATEGY DIRECTION**

To provide leadership to the Cabinet in the development and delivery of corporate strategy and policy.

### **INNOVATION AND CHANGE**

To be responsible for the Council's Innovation and Change directorate including providing leadership in the development and delivery of strategic plans for business intelligence and analytics, public affairs, community engagement, innovation and city promotions, events and filming.

The development and delivery of strategic plans for Communications will be the responsibility of the Cabinet Member for City Management and Air Quality.

### **PEOPLE SERVICES**

To be responsible for the Council's People Services function, including all Human Resources and staffing matters. Corporate personnel, policy and management matters, including in particular:

- grievance, grading, and disciplinary appeals; training, development and staff education; wellbeing and welfare.
- staff consultation and industrial relations arrangements; recruitment and selection; superannuation, pensions, compensations and gratuities.

### **EMERGENCY PLANNING**

To be responsible for Emergency Planning, including the relationship with the Local Fire Authority, and to have general oversight of the Council's civic contingency planning arrangements and security (this relates to requests from the Metropolitan Police Service, Cabinet Office, Government Security Services and third parties for action by the City Council, which are sought in response to security issues).

To provide leadership to the Cabinet on the Council's emergency and long-term strategic response to the COVID-19 pandemic.

### **GOVERNANCE, DECISION MAKING AND APPOINTMENTS**

To be responsible for overall council governance as advised by the Chief Executive and Monitoring Officer as well as services to support good governance and councillor liaison.

To chair the Cabinet meetings, appoint/dismiss other Cabinet Members and the Deputy Leader(s) and appoint/dismiss committees of the Cabinet with Terms of Reference.

To determine the terms of reference of the Cabinet, the Deputy Leader(s) and other individual Cabinet Members. To appoint and determine the terms of reference of any non-decision-making Lead Members.

To exercise any executive function not otherwise allocated to either the Cabinet or any other individual Cabinet Member, or to delegate such functions to another Cabinet Member, a committee of the Cabinet, or to an officer.

In the absence or unavailability of another Cabinet Member, or on written notice to the relevant Cabinet Member, the Leader may exercise any of that Cabinet Member's functions him or herself or arrange for the discharge of those functions by another Cabinet Member(s), a committee of the Cabinet, or an officer, including those functions of the full Cabinet.

To refer matters for consideration by the Cabinet in accordance with paragraph 2(1)(e) of the Terms of Reference of the Cabinet.

To appoint and determine the membership and terms of reference of any non-decision-making Cabinet Working Parties, in consultation with relevant Cabinet Members.

To agree or confirm arrangements for the establishment of joint committees under Section 101 (5) of the Local Government Act 1972 in so far as the functions of any such joint committee are executive functions and to appoint Members thereto, save to the extent that the Leader delegates this function to another Cabinet Member or Cabinet Members.

#### **FUTURE OF WESTMINSTER COMMISSION**

To be responsible for determining the membership of the commission and to set the commission's terms of reference.

#### **CLIMATE ACTION GROUP**

To Chair the Climate Action Group. The operation of the Climate Action Group (CAG) is the responsibility of the Cabinet Member for Climate Action, Regeneration and Renters.

#### **CHIEF EXECUTIVE APPRAISAL**

To conduct the annual appraisal, including the setting of annual targets, of the Chief Executive.

#### **STRATEGIC PARTNERSHIPS**

To co-ordinate links with external bodies and agencies in which the Council has an interest, including the Royal Parks Board and to optimise the benefits of those arrangements, including those where the lead is with another Cabinet Member.

To have oversight of the Council's links with the local authority associations and to act as Lead Member on the Local Government Association and London Councils.

To lead on relations with the Greater London Authority.

## **DEPUTY LEADER AND CABINET MEMBER FOR YOUNG PEOPLE, LEARNING AND LEISURE**

### **DEPUTY LEADER**

To deputise for the Leader as directed.

To exercise the functions of the Leader in the absence or unavailability of the Leader, except the appointment and dismissal of Cabinet Members.

To be responsible for all ceremonial and Lord Mayoral matters, including expenditure.

### **CHILDREN'S SERVICES**

The Cabinet Member for Children's Service is required by s19 of the Children Act 2004 to have political responsibility for the leadership, strategy and effectiveness of the local authority's children's services.

To be politically responsible for children's services including discharging the education and children's social services functions of the local authority. The functions for which they are responsible are set out in section 18(2) of the Children Act 2004. This includes responsibility for children and young people receiving education or children's social care services in their area and all children looked after by the local authority or in custody (regardless of where they are placed).

### **SAFEGUARDING AND VULNERABLE CHILDREN**

To have political accountability for children's wellbeing including ensuring that there are clear and effective arrangements to protect children and young people from harm (including those attending independent schools).

To be a "participating observer" of the Local Safeguarding Children's Partnership; they may engage in discussions but not be part of the decision-making process in order to provide the Cabinet Member with the independence to challenge the Director for Children Services (and others) when necessary.

To be responsible for promoting prevention, early intervention and offer early help so that emerging problems are dealt with before they become more serious in order to improve educational attainment, narrow the gaps for the most disadvantaged, and promote the wider well-being of children and young people.

To have shared responsibility with officers and members to act as an effective and caring corporate parent for looked after children.

To be responsible for ensuring arrangements are in place for alternative provision for children outside mainstream education or missing education to receive suitable full-time education.

To be responsible for ensuring there is coherent planning between all agencies providing services for children involved in the youth justice system.

To be responsible for matters relating to gangs, serious youth violence and criminal exploitation of any young people aged above 18 years where the young person(s) involved has Special Educational Needs and/or is a Care Leaver. All other matters relating to gangs,

serious youth violence and criminal exploitation of any young people aged above 18 years remain the responsibility of the Cabinet Member for Communities and Public Protection.

## **CHILDREN WITH DISABILITIES**

To be responsible for ensuring that disabled children and those with Special Educational Needs (SEND) can access high quality provision that meets their needs and fund provision for children with statements of SEND.

## **FAIR ACCESS**

To be responsible for ensuring fair access to all schools for every child in accordance with the statutory School Admissions and School Admissions Appeal Codes and ensure appropriate information is provided to parents. This includes school transport arrangements; ensuring a diverse supply of strong schools, promotion of early years provision and developing the early years market, wellbeing and leisure activities, children's and young people's participation in public decision making; and promotion of education and training of young people aged 16-19 (or 25 for those with learning disabilities).

## **EDUCATION**

To be responsible for working with headteachers, school governors and academy sponsors and principals, to promote educational excellence for all children and young people and be ambitious in tackling underperformance. This includes working with these stakeholders to take action in relation to poorly performing schools; develop school improvement strategies; promote and facilitate high standards in education; support-maintained schools to deliver against the Early Years Foundation Stage Framework; establish a schools' forum; ensure proper staffing and governance of maintained schools.

## **YOUNG PEOPLE'S SKILLS, LEARNING AND OPPORTUNITIES**

To be responsible for all matters relating to youth employment (under 18 years).

To be responsible for the City Lions Programme.

To be responsible for internships (16 – 17 years) and science, technology, engineering, arts and mathematics (STEAM) opportunities for those under 18.

## **LIBRARIES, ARCHIVES AND REGISTRATION SERVICES**

To be responsible for the Council's functions under the Public Libraries Act.

To be responsible for the Council's functions under the Registration of Births, Deaths and Marriages Acts.

To be responsible for the Council's functions under the Public Records Act, and other legislation covering archives and records.

To be responsible for the setting of fees and charges for the libraries and archives services, and for non-statutory fees and charges in the registration service.

To be responsible for the public library service and facilities, including community and specialist libraries, specialist collections, home library service, schools' library service, and the City of Westminster Archives.

To be responsible for the provision of registration, citizenship and ceremonies services in the Council's venues and other licensed venues.

## **LEISURE**

To be responsible for the development and delivery of the strategy for the Active Communities service, to support those who live, work and study in Westminster to live healthy and active lives, including through:

Responsibility for the effective management of the leisure contract with Everyone Active across all leisure centre facilities, including Paddington Recreation Ground.

Programmes and events that support our communities and residents to be active, to support the vulnerable, and to help them to better access our services. This includes community use of school sites, PE and School Sport across all schools in Westminster, as well as our further and higher education link and work to develop talented Athletes.

Promoting Council initiatives and wider work to enhance the role of our parks and open spaces in supporting health and wellbeing, in consultation with the Cabinet Member for City Management and Air Quality.

Improving the use of digital technology to improve access to physical activity opportunities.

The delivery of targeted initiatives in partnership with delivery partners and community and voluntary organisations, including club support, capacity building, and workforce development for all in the physical activity, leisure and sports sector.

The operation of the Sayers Croft Field Centre, based in Ewhurst Surrey, which is owned by the Council and delivering the Forest Schools programme based at Paddington Recreation Ground's environmental area and classroom.

To work with the Cabinet Member for Finance and Council Reform on investment in physical assets such as leisure centres and oversee investment in other assets such as outdoor gyms or Multi Use Games Areas.

## **CULTURE AND TOURISM**

To be responsible for the cultural offer across Westminster, including:

- liaison with the cultural industries in the city,
- responsibility for the development and delivery of the Council's cultural strategy,
- strategic oversight of public art,
- responsibility for the Council's Green Plaques and City of Sculpture programmes, including Chairing the advisory panels for each programme, and
- strategic oversight of tourism matters related to the cultural offer in Westminster,
- Improving accessibility to culture.

## **WESTMINSTER ADULT EDUCATION SERVICE AND LIFELONG LEARNING**

To be responsible for the provision of lifelong learning services as required by legislation.

To provide adequate facilities for further and adult education in Westminster and in this context to be responsible for the Council's decisions relating to the Westminster Adult Education Service (WAES).

To be responsible for all matters relating to Post Compulsory Education awards and awards for further and higher education.

To be responsible for setting charges for services provided by the Council in discharging the responsibilities for adult education.



## **DEPUTY LEADER AND CABINET MEMBER FOR COMMUNITIES AND PUBLIC PROTECTION**

### **DEPUTY LEADER**

To deputise for the Leader as directed.

To exercise the functions of the Leader in the absence or unavailability of the Leader, except the appointment and dismissal of Cabinet Members.

To coordinate and oversee the Council's response regarding the national Census, including any matters arising from the Census results together with the Cabinet Member for Finance and Council Reform.

To be responsible for promoting equality, diversity and inclusion across all Council practices and workings with external providers.

To be responsible for the Council's Equalities Policy and statutory obligations and the Equality Act 2010.

### **PUBLIC PROTECTION**

To be responsible for the Council's approach to reducing crime, disorder and antisocial behaviour and to represent the Council on the Safer Westminster Partnership.

To be responsible for the Council's Police relationships including Safer Neighbourhoods Teams, Community Safety Commissioning and other consultative forums.

To be responsible for domestic abuse, including the Multi Agency Risk Assessment Conference process.

To be responsible for enforcement activities in relation to hate crime, antisocial behaviour, nuisance, noise, and other breaches of relevant legislation falling within this term of reference.

To be responsible for enforcement related to road safety, including action to tackle pedicabs.

To support the Cabinet Member for Young People, Learning and Leisure on matters relating to gangs, serious youth violence and exploitation of young people under the age of 18 years.

To be responsible for matters relating to gangs, serious youth violence and criminal exploitation of young people for those aged above 18 years, including the Integrated Gang and Exploitation Unit (18+). This excludes any young people above 18 years with Special Educational Needs and Care Leavers who will remain the responsibility of the Cabinet Member for Young People, Learning and Leisure.

To be responsible for the Youth Offending Team and any legal responsibilities for offending children below 18 years of age.

To be responsible for the Council's Prevent duties in accordance with the Counter-terrorism and Security Act 2015.

To be responsible for the Council's duties under the regulation of investigatory powers act.

## **LICENSING**

To be responsible for the Council's Licensing policy and service function including those matters that fall under the remit of the Licensing Act 2003 and the Gambling Act 2005, in consultation with the Chairman of the Licensing Committee.

To be responsible for all matters related to the enforcement of Licensing policy.

## **REGULATORY SERVICES**

To be responsible for the City Council's regulatory services including trading standards, health and safety, food safety, pest control and street trading enforcement including street markets and environmental sciences, including home improvements under the Disabled Facilities Grant.

Responsibility for the Private Rented Sector Strategy together with the regulation of the Private Rented Sector (including houses of multiple occupancy and short-term lets), including any enforcement action lies with the Cabinet Member for Climate Action, Regeneration and Renters.

## **COMMUNITY ENGAGEMENT AND NEIGHBOURHOODS**

To be responsible for the development of the Council's Community Engagement Strategy and the subsequent implementation of any agreed strategy.

To be responsible for determining ward budget spending proposals developed by Ward Members.

To be responsible for liaison with neighbourhood fora and Amenity Societies, in consultation with relevant Cabinet Members as necessary, most notably the Cabinet Member for Planning and Economic Development.

To be responsible for Westminster Connects.

To be responsible for the Council's relationship with the Westminster Faith Exchange.

To be responsible for the Open Forums or similar engagement events.

To be responsible for the Council's advice services, including providing support for communities from outside of the UK, in consultation with the Cabinet Member for Young People, Learning and Leisure where this support relates to registrar services and citizenship.

To be responsible for relationships with the Queen's Park Community Council.

## **CABINET MEMBER FOR ADULT SOCIAL CARE, PUBLIC HEALTH AND VOLUNTARY SECTOR**

### **ADULT SOCIAL CARE AND PUBLIC HEALTH**

To be responsible for the development for all strategy and policy for Adult Social Care and Public Health matters.

To be responsible for all services for vulnerable adults including older people, learning disability, physical disability and mental health as per the requirements set out in the Care Act 2014.

To be responsible for services and support for Carers as per the requirements set out Care Act 2014.

To be responsible for Public Health (including Sexual Health Services).

To be responsible for Public Health matters for children and young people, in consultation with the Cabinet Member for Young People, Learning and Leisure.

To be responsible for and lead on the Council's relationships with the NHS, including Council functions under Section 75 of the Health Act 2006.

To be responsible for all health-related functions exercised on behalf of an NHS body insofar as they relate to Adult Social Care.

To be responsible for all policy matters in relation to all property assets of the Council allocated for use for operational and service purposes in relation to Adult Social Care and Public Health except:

- Those properties managed corporately; and
- Those properties also used for another Council purpose where the service is a minor user.

The Cabinet Member for Adult Social Care, Public Health and Voluntary Community Sector will:

- act as Chair (along with their counterpart in The Royal Borough of Kensington and Chelsea) of the Bi-Borough Health and Wellbeing Board and champion the health of people in Westminster across the full range of issues which may negatively or positively impact on physical or mental health. This may include issues such as air quality. This may often involve close working with other Cabinet Members or partner agencies.
- oversee the provision/ commissioning of quality care and support services for vulnerable adults and ensuring adequate standards in partnership with regulatory bodies where relevant to ensure safeguards are in place to protect service users.

- oversee the safeguarding of vulnerable adults in line with the requirements of the Care Act 2014 and the practices recommended by the Pan London Safeguarding Adults Agreement.

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The Cabinet Member will discharge their responsibilities and roles in accordance with the framework provided by the following legislation:

- Local Authorities Social Services Act 1970
- Care Act 2014
- Mental Health Act 1983
- Mental Capacity Act 2005
- Health and Social Care Act 2012
- Health Act 2006

### **FOOD POVERTY STRATEGY**

To be responsible for the development and operation of a food poverty strategy and the provision of additional assistance to community-led support services. Including:

- the provision of support to community food banks.
- engaging and working with volunteers and food bank users to support those facing food poverty.
- Identifying permanent homes for Westminster's food banks together with the Cabinet Member for Finance and Council Reform.

### **VOLUNTARY AND COMMUNITY SECTOR (VCS)**

To be responsible for the Council's engagement with the VCS and for ensuring feedback from the voluntary sector about the needs of our communities is sought, heard and acted upon by the Council.

To be responsible for the development and operation of any central grant scheme targeted towards the VCS along with any and social value strategies.

## **CABINET MEMBER FOR PLANNING AND ECONOMIC DEVELOPMENT**

### **PUBLIC REALM AND PLACE-SHAPING**

To be jointly responsible for formal decisions relating to public realm projects, with the Cabinet Member for City Management and Air Quality. Public Realm projects are those that significantly change the design of public realm in the City; these are distinct from any Place shaping projects which will require a 'place plan' and/or consider a wider range of cross cutting outcomes.

Public Realm projects do not include the annual maintenance programmes that are carried out on our footways, carriageways and public lighting and are the responsibility of the Cabinet Member for City Management and Air Quality.

To be responsible for the Council's overall Place Shaping approach including any area-based documents or strategies to which other Cabinet Members and Chief Officers shall have regard to when developing and making decisions on specific projects.

To be responsible for all aspects of the transformation of the Oxford Street District. This includes all executive decision-making authority relating to the Oxford Street District programme. The Leader and other Cabinet Members as required should be consulted prior to any decisions being taken.

To be responsible for all executive functions relating to the Public Realm Capital Works Programme relating to these terms of reference.

To be responsible for urban design.

### **SMART CITY AND DIGITAL CONNECTIVITY**

To be responsible for the Smart City programme, in consultation with other Cabinet Members as relevant, including driving digital innovation throughout the city.

To be responsible for the Council's strategy to promote investment in digital connectivity including broadband infrastructure, 5G and Wi-Fi in Westminster in collaboration with the Cabinet Member for City Management and Air Quality.

To be responsible for digital inclusion, in consultation with other Cabinet Members as relevant.

### **PLANNING FUNCTIONS**

To be responsible for the strategic direction of planning policy and service, including the adoption of Westminster's local plan, supplementary planning documents and all other related documentation as required under the Town and Country Planning Act 1990 and the Planning and Compulsory Purchase Act 2004.

To develop any supplementary planning documents needed in consultation with other Cabinet Members as relevant.

To be responsible, on behalf of the Council for the London Plan, as relevant to the Council.

To be responsible for managing consultations by and responses to other national and strategic planning authorities.

To be responsible for the discharge of the Council's duties to consider planning applications in line with the relevant statutory requirements and, in liaison with the Chair of Planning, oversee the conduct of Planning Applications Sub-Committees

To be responsible for the review and monitoring of compliance by applicants and planning committees with the Council's planning policy in consultation with the Chair of Planning.

To be responsible for all other planning matters and listed building including Planning Performance Agreements and planning enforcement.

To be responsible for sustainable urban drainage matters in consultation, as appropriate, with the Cabinet Member for City Management and Air Quality.

### **BUILDING CONTROL/STREET NAMING**

To be responsible for the Council's Building Control and Street Naming functions

### **LONDON LOCAL AUTHORITIES ACT 2007**

To be responsible for all executive functions relating to Portable Advertisement Designation Areas in accordance with powers contained in the London Local Authorities Act 2007 and any other planning matters contained in this enactment not included in any other Cabinet Members terms of reference.

### **COMPULSORY PURCHASE ORDERS**

To be responsible for all strategic decisions relating to the issuing of Compulsory Purchase Orders (CPOs), except in matters relating to the Council's provision of new housing (which will be the responsibility of the Cabinet Member for Climate Action, Regeneration and Renters).

### **NEIGHBOURHOOD PLANNING**

To have responsibility for matters emanating from the Localism Act in relation to neighbourhood planning, in particular:

- the designation of neighbourhood areas and forums;
- the fulfilment of the Council's legal obligation to support the neighbourhood planning process; and
- all required procedures relating to the development of Neighbourhood Plans including advising on general conformity.

### **NEIGHBOURHOOD ENGAGEMENT**

To be responsible for the Community Right to Bid Scheme and the register of Assets of Community Value as set out in the Localism Act 2011.

### **COMMUNITY INFRASTRUCTURE LEVY**

To be responsible for any matters relating to the administration of the Community Infrastructure Levy as a collecting authority on behalf of the Mayor of London and of a Westminster Community Infrastructure Levy as a charge setting authority, within the meaning of the Planning Act 2008. This includes administering the distribution of appropriate funds to parish councils and allocations of funding for neighbourhoods.

### **SECTION 106 OF THE TOWN AND COUNTRY PLANNING ACT 1990**

To be responsible for the management of the Section 106 fund and commitments, other than those S106 funds and commitments made to the Affordable Housing Fund, which are the responsibility of the Cabinet Member for Climate Action, Regeneration and Renters.

## **ECONOMIC DEVELOPMENT AND RECOVERY**

To be responsible for the Council's approach to supporting businesses, including small to medium sized enterprises, new start-ups, Business Improvement Districts (BIDS) (including exercising the Council's vote) and other business and enterprise development programmes.

To be responsible for the Council's approach to economic recovery in consultation with other Cabinet Members, most notably the Cabinet Member for Young People, Learning and Leisure on matters of culture.

To be responsible for the Council's approach to economic recovery, including investment in local high streets and the recovery of the West End, including Oxford Street.

To be responsible for the Council's strategy relating to markets and street trading in consultation with the Cabinet Member for Communities and Public Protection.

To be responsible for the strategic oversight of the evening and night-time economy, in consultation with other Cabinet Members as appropriate.

To be responsible for attracting inward investment into Westminster and offering support to investors through the Westminster Investment Service

To be responsible for the Council's Employment Programme for combatting worklessness and removing barriers to adult employment (18 and over).

To be responsible for the Council's initiatives promoting employment, including training and apprenticeships (18 and over).

## **CABINET MEMBER FOR FINANCE AND COUNCIL REFORM**

### **STRATEGIC FINANCE**

To have responsibility for Strategic Finance and all other strategic financial matters where these, in the opinion of the Executive Director for Finance and Resources, have significant implications across portfolios.

### **FINANCIAL MANAGEMENT**

To be responsible for the determination of general policy and overall strategy for the Council's financial practices and procedures within the approved budget framework (Financial Regulations).

To be responsible for the Council's Capital Programme and for monitoring all capital expenditure against the approved programme and estimates, including changes which can be contained within the overall programme.

To be responsible for the planned financing of the Capital Programme and the resultant impact on the revenue budgets.

To be responsible for monitoring all expenditure out of revenue against the approved annual estimates.

To be responsible for determining within the approved budget framework any re-allocation of funds between services during the financial year.

To be responsible for matters relating to the setting and implementation of the Council's Treasury Management Strategy.

To be responsible for providing direction on any proposals for expenditure, which Cabinet Members cannot meet from their respective Revenue or Capital estimates, and to advise the Cabinet of the decisions taken. This includes any instances where the Cabinet Member for Finance and Council Reform is minded to defer or refuse a proposal which shall be referred to the Cabinet for a decision.

### **FINANCIAL AND ASSET ADMINISTRATION**

To be responsible for revenue collection.

To be responsible for cash flow management, borrowing, lending and investments.

To be responsible for internal audit and anti-fraud function.

To be responsible for all insurance matters for the Council.

To be responsible for expenditure within approved capital budgets on matters within the terms of reference of the Cabinet Member for Finance and Council Reform.

To be responsible for loan provision or grant to companies, including decisions relating to the issue of loan capital in relation to any subsidiary and to any approvals relating to any intra-group loans except those delegated to the Shareholder Committee.

To be responsible for supplies and central purchasing, including printing, stationery and office equipment.

To be responsible for endorsing any staffing policy proposals involving redundancy/ "early retirement" payments referred to another Cabinet Member for decision.



Benefits and benefits policy.

To be responsible for the Council's policy in respect of business rates.

### **CORPORATE PROPERTY: POLICY, PLANNING AND STRATEGY**

To be responsible for the determination of policy, planning and strategy matters in relation to all property assets of the Council allocated for use for operational and service purposes.

To be wholly responsible for all property assets, except schemes delivered jointly with other Cabinet Members. Housing management and development of housing schemes sits outside the area of responsibility.

To be responsible for determining the future of property identified by other Cabinet Members as surplus to their requirements.

To be responsible (subject to any statutory requirements) for any appropriation of land, including appropriation for planning purposes. Any appropriations must be made in consultation with the other Cabinet Member(s) where such appropriation affects another Cabinet Member's area of responsibility.

To be responsible (subject to any statutory requirements) for the use of powers under section 203 of the Housing and Planning Act 2016 to override easements, restrictive covenants or other rights in respect of land, in consultation with the other Cabinet Member(s) where such use affects another Cabinet Member's area of responsibility.

To assist the Cabinet Member for Housing Services with the management and maintenance of the Council's commercial property within the HRA.

To be responsible for the resolution of any disagreement in relation to proposals by service departments for future use of property, maintenance, alterations or improvements and the acquisition of new premises by construction, purchase or leasing.

### **MAJOR PROJECTS WITHIN COUNCIL-OWNED BUILDINGS**

To be responsible for the delivery of major capital projects and programmes across services, in conjunction with the Cabinet Member responsible for delivery of the service.

To be responsible for the annual programme of capital maintenance and delivery of externally funded projects across schools and operational buildings.

### **PROCUREMENT AND CONTRACT MANAGEMENT**

To be responsible for the Council's Corporate Procurement Strategy including contract management and central commissioning.

To be responsible for the Council's Procurement Code, including approval of changes to the Code and Responsible Procurement and Commissioning Strategy.

To be responsible for the Council's contract processes relating to market testing; competitive tendering; to manage the strategic implementation of a Value for Money framework across the Council.

To maintain an overview of overall contract performance on behalf of the City Council. On the advice of the Chief Executive, to review and take decisions on any City Council contract which is giving cause for concern and to inform the appropriate Cabinet Member of the action taken.

To be responsible for the financial arrangements for contract management.

## **LEGAL SERVICES**

To be responsible for legal services used by the Council and other functions within the Legal Services Department including electoral services, land charges and coronial services.

To be responsible for the Council's data protection and GDPR.

## **CENSUS**

To coordinate and oversee the Council's response regarding the national Census, including any matters arising from the Census results together with the Deputy Leader and Cabinet Member for Communities and Public Protection.

## **CUSTOMER SERVICES AND DIGITAL**

To be responsible for the Council's Customer Services programme including the website, Corporate Complaints and the monitoring of Freedom of Information, Environmental Regulations and Data Protection responses.

To be responsible for Customer Contact services including the corporate contact centre.

To be responsible for the digital transformation of the Council's services in collaboration with other Cabinet Members and partner agencies where necessary.

To be responsible for information systems, information technology, and telecommunications in relation to Council services.

## **CABINET MEMBER FOR CITY MANAGEMENT AND AIR QUALITY**

### **INNOVATION AND CHANGE**

To be responsible for the development and delivery of any strategic plans of the Communications team withing the Innovation and Change directorate.

### **PUBLIC REALM**

To be jointly responsible for formal decisions relating to public realm projects, with the Cabinet Member for Planning and Economic Development. Public Realm projects are those that significantly change the design of public realm in the City; these are distinct from any place shaping projects which will require a 'place plan' and/or consider a wider range of cross cutting outcomes, and are the sole responsibility of the Cabinet Member for Planning and Economic Delivery. Public Realm projects do not include the annual maintenance programmes that are carried out on our footways, carriageways and public lighting and are the responsibility of the Cabinet Member for City Management and Air Quality.

To be responsible for all matters relating to the Parliamentary Estate including Parliament Square.

### **AIR QUALITY AND ENVIRONMENT**

To lead on the development and delivery of the Council's Air Quality Action Plan, in consultation with the Cabinet Member for Climate Action, Regeneration and Renters. This also includes the development and delivery of the Schools Clean Air Fund in consultation with the Cabinet Member for Young People, Learning and Leisure.

To be responsible for all policy and delivery of environmental matters except responsibility for strategic direction relating to carbon reduction and sustainability, which is the responsibility of the Cabinet Member for Climate Action, Regeneration and Renters. The Cabinet Member for City Management and Air Quality will however oversee operational delivery of any Carbon Reduction Strategies.

To be responsible for flood risk, in consultation with the Cabinet Member for Planning and Economic Development.

### **PARKS, OPEN SPACES AND BIODIVERSITY**

To be responsible for the effective maintenance of public parks and public open spaces and cemeteries managed by the Council, as well as city-greening initiatives such as hanging baskets, tree planting and maintenance.

To be responsible for tree planting and maintenance.

To be responsible for the City Council's strategy and statutory functions relating to biodiversity, and the advancement of the strategy's priorities, namely, the protection of important habitats and species; the protection of existing green assets and, in consultation with the Cabinet Member for Planning and Economic Delivery, the creation of new green infrastructure.

## **STREET CLEANSING**

To be responsible for the Council's Street cleansing duties, including major cleansing contracts as well as oversight and maintenance of public conveniences.

## **CITY INSPECTORS**

To be responsible for the deployment of City Inspectors for all non-regulatory enforcement activities (illegal dumping of waste, littering and other street based anti-social behaviour issues); where this relates to licensing issues this should be in consultation with the Cabinet Member for Communities and Public Protection.

Noise Enforcement is the responsibility of the Cabinet Member for Communities and Public Protection.

## **WASTE AND RECYCLING**

To be responsible for overseeing our major waste and cleansing contracts to ensure the effective operational delivery of the Council's waste collection and disposal, including bulky refuse.

To oversee the Council's approach to supporting residents, businesses, and visitors to reduce waste production and increase recycling in consultation with the Cabinet Member for Climate Action, Regeneration and Renters.

To be responsible for the strategic direction of commercial waste consolidation as part of a wider sustainable transport approach in consultation with the Cabinet Member for Climate Action, Regeneration and Renters.

## **HIGHWAYS AND TRANSPORT**

To be responsible for the discharge of the Council's functions under the statutory powers within Highways Acts including (but not limited to) the Highways Act 1980 and the Traffic Management Act 2004.

To be responsible for the Council's work in delivering a clean, safe and welcoming street environment.

To be responsible for planned roads and highway maintenance including footway and carriage works, public lighting, bridges and other structures as well as the transportation works budget and other related and capital projects.

To be responsible for all transport projects and the management of all transport schemes including major transport initiatives; local road safety schemes; agreeing the Local Implementation Plan; relations with Transport for London (TfL); relations with utilities in Westminster, including the operation of the utilities permit scheme.

To be responsible for Highways Planning.

To be responsible for the Council's vehicle fleet.

## **PARKING**

To be responsible for the Council's Parking policy. This includes responsibility for the development and maintenance of parking on the City's housing estates in consultation with the Cabinet Member for Housing Services.

To be responsible for the Council's policy on parking enforcement matters and operation of parking enforcement, including on housing estates in consultation with the Cabinet Member for Housing Services.

### **SUSTAINABLE TRANSPORT STRATEGY**

To be responsible for the Council's approach to sustainable and active travel and transport, in consultation with the Cabinet Member on Climate, Regeneration and Renters and Young People, Learning and Leisure.

To be responsible for the Council's work to encourage our communities, residents, visitors and businesses to choose sustainable forms of travel within and through the city.

To be responsible for making environmentally friendly travel options easier for everyone, including enhancing infrastructure for walking and cycling, and the use of electric and zero/low emission vehicle options.

### **ROAD SAFETY**

To be responsible for the Council's road safety functions.

To be responsible for pedestrian safety including school crossing patrols.

### **PUBLIC MORTUARY**

To be responsible for the public Mortuary service.

To be responsible for the coordination of the London Mortuary Management programme, on behalf of all London Local Authorities, in consultation with the Leader of the Council who has responsibility for emergency planning.

## **CABINET MEMBER FOR HOUSING SERVICES**

### **HOUSING, ROUGH SLEEPING ACCOMMODATION AND HOMELESSNESS SERVICES**

To be responsible for the Housing Solutions Service and allocations, including the prevention of homelessness.

To be responsible for facilities for homeless accommodation and providing sustainable pathways to accommodation for street based rough sleepers, including temporary accommodation and hostels.

To be responsible for strategic relationships with external providers on matters relating to street based rough sleeping and homelessness.

To be responsible for the issues arising from street based Rough Sleeping and prevention of street based Rough Sleeping.

To be responsible for the Council's approach to reducing the Street Population, including associated enforcement measures.

To be responsible for enforcing against organised criminality, disorder, modern slavery and anti-social behaviour issues associated with street based Rough Sleeping.

To be responsible for rough sleepers with no recourse to public funds.

To be responsible for the transition of street based rough sleepers to sustainable pathways and accommodation.

### **SOCIAL HOUSING MANAGEMENT MATTERS**

To be responsible for the management and maintenance of the Council's housing stock (including properties managed by the Westminster Community Homes Charity. Where the Council is acting as shareholder, the Shareholder Committee shall take such decisions (including any changes to current agreements with such bodies).

To be responsible for energy conservation within Westminster's housing stock.

To be responsible for the operation and maintenance of the Pimlico District Heating Undertaking.

To be responsible for rents of social housing dwellings (including charges for services) and housing benefits.

To be responsible for the allocation, transfer, exchange and inheritance of accommodation.

To be responsible for the provision of social and community facilities on housing estates.

To be responsible for liaison with lessees' and tenants' associations.

To be responsible for liaison with Registered Providers.

To be responsible for existing Sheltered and Special Needs housing.

To be responsible for anti-social behaviour and CCTV on housing estates.

## **OTHER RESPONSIBILITIES**

To be responsible for the asset management of HRA land and property to ensure additional affordable housing is maximised, in consultation with the Cabinet Members for Finance and Council Reform, and Climate Action, Regeneration and Renters.

## **CABINET MEMBER FOR CLIMATE ACTION, REGENERATION AND RENTERS**

### **CLIMATE ACTION**

To be responsible for the operation of the Council's Climate Action Group (CAG), in consultation with the Leader of the Council who will Chair the CAG.

To be responsible for the City Council's response to the Climate Emergency. Including to co-ordinate the Council's role and response to cross-cutting sustainability issues, such as reducing carbon emissions, improving resource efficiency and developing sustainable energy.

Responsibility to direct delivery of action to address the Climate Emergency in consultation with individual Cabinet Members who are responsible for delivering climate priorities through their portfolio activities. The majority of wider environmental responsibilities, particularly those not related to carbon reduction and sustainability fall under the remit of the Cabinet Member for City Management, and Air Quality.

### **PRIVATE RENTED SECTOR**

To be responsible for the regulation of the Private Rented Sector (including houses in multiple occupation),

To be responsible for the Private Rented Sector Strategy, in consultation with the Cabinet Member for Housing Services.

### **REGENERATION**

To be responsible for housing led regeneration programmes, including liaison with other Cabinet Members where regeneration programmes overlap with other areas of responsibility.

To be responsible for the provision by the Council of new housing within the City by way of new construction and conversion of existing buildings. This includes executive decisions related to Westminster Builds except where the Council is acting as shareholder, where the Shareholder Committee shall take such decisions.

To be responsible for the acquisition of properties by Compulsory Purchase for housing purposes.

To be responsible for the declaration of clearance, general improvement and housing action areas and the implementation of proposals for the acquisition, improvement and/or conversion of properties in such areas.

To be responsible for the allocation policy for the Affordable Housing Fund provisions made in accordance with S106 of the Town and Country Planning Act 1990, in consultation with the Cabinet Member for Housing Services, Cabinet Member for Planning and Economic Development and Cabinet Member for Finance and Council Reform.