

TERMS OF REFERENCE – DELEGATIONS TO ALL CABINET MEMBERS

Each individual Cabinet Member will have the following delegations to the extent that they 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 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.
- b) 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).
- c) To approve contract overspends and/or variations of contracts in the following circumstances:
 - Where the Total Contract Value (TCV) (which includes any previous contract overspend and/or contract variations) is below £1.5m, or below £300k for Consultancy, but the value of the proposed contract overspend and/or contract variation will take the revised Total Contract Value to/above £1.5m or to/above £300k for consultancy
 - Where the Total Contract Value (which includes any previous contract overspend and/or contract variations) is £1.5m or above, or £300k or above for Consultancy, and the value of the proposed contract overspend and/or contract variation is valued at either, a minimum of £2m or more, or is 10% or more of the Total Contract Value (whichever criteria is reached first). e.g:
 - TCV (Consultancy) £350k and proposed contract variation/overspend is valued at an additional £35k (10% of the original contract award value)
 - TCV £1.5m and proposed contract variation/overspend is valued at an additional £150,000.00 (10% of the original contract award value)
 - TCV £30m and the proposed contract variation/overspend is valued at an additional £2.2m (exceeds minimum increase in additional spend threshold of £2m)
 - TCV £80m and the proposed contract variation/overspend is valued at an additional £5m (exceeds minimum increase in additional spend threshold of £2m)
 - TCV £500m and the proposed contract variation/overspend is valued at an additional £3m (exceeds minimum increase in additional spend threshold of £2m)
 - No further Cabinet Member approvals will be required for permissible contract extensions, where its full provision was accounted for in the original contract award. The original Cabinet Member approval would have been provided on the basis that the proposed contract extension does not change the scope, risk profile or value of the contract (provided at the time of the original contract

award). Where a change of this nature has occurred, new Cabinet member approvals will need to be sought.

- d) To approve claims in excess of £150,000 from contractors for contracts within the Cabinet Member's Terms of Reference.
- e) 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.
- f) To consider such other contractual matters as may be required by the Procurement Code.
- g) To consider settlement of disputes which exceed £150,000.

POLICY MAKING

To lead the development of strategic policy contained in the Cabinet Members terms of reference, referring matters in the Council's policy framework to Full Council for decision.

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.

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.

COMMUNITY ENGAGEMENT

To lead the Council's engagement with our communities, driving standards of openness and transparency in everything we do and particular in consultation around decision making.

EQUALITY, DIVERSITY AND INCLUSION

To lead the Council's commitment to equality, diversity and inclusion both internally and in interactions with partners and communities.

CLIMATE ACTION

To lead the Council's commitments to:

- Become a net zero carbon emissions Council by 2030
- Reduce carbon emissions in the city to net zero by 2040; and
- Become a truly zero carbon Council by 2050

by working across all areas of service delivery.

CROSS-CABINET 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 set policy and strategic direction for the Innovation and Changes Directorate where work is not overseen by other Cabinet Members, most notably:

- Business intelligence and analytics;
- Public affairs;
- City promotions, events and filming.

PEOPLE SERVICES

To set policy and strategic direction for

- All Human Resources and staffing matters which require Member-level direction;
- Grievance, pay 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 set policy and strategic direction for:

- Emergency Planning, including the relationship with the Local Fire Authority,
- 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).

GOVERNANCE AND APPOINTMENTS

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 themselves 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.

CHIEF EXECUTIVE APPRAISAL

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

STRATEGIC PARTNERSHIPS

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, the Mayor of London and other such external partners.

DEPUTY LEADER AND CABINET MEMBER FOR YOUNG PEOPLE, CULTURE AND LEARNING

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 set policy and strategic direction for all ceremonial and Lord Mayoral matters.

CHILDREN'S SERVICES SAFEGUARDING AND VULNERABLE CHILDREN

To act as the lead member for Children's Service as required by section 19 of the Children Act 2004 by having political responsibility for the leadership, strategy and effectiveness of the Council's children's services.

To set policy and strategic direction for:

- Children's services including the discharge of the education and children's social services functions of the local authority as set out in section 18(2) of the Children Act 2004;
- Prevention, early intervention and early help services which seek to ensure 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;
- Alternative provision for children outside mainstream education or missing education;
- The Council's role in partnership arrangements for children involved in the youth justice system;
- 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;
- The Youth Offending Team and any legal responsibilities for offending children below 18 years of age; and
- Services which support disabled children and those with Special Educational Needs (SEND).

To be a "participating observer" of the Local Safeguarding Children's Partnership in line with section 20 of the Statutory guidance on the roles and responsibilities of the Director of Children's Services and the Lead Member for Children's Services;

To champion the provisions of the Children and Social Work Act 2017 with respect to corporate parenting.

of education and training of young people aged 16-19 (or 25 for those with learning disabilities).

EDUCATION, SKILLS, LEARNING AND OPPORTUNITIES

To set policy and strategic direction for:

- The Council's statutory obligations in accordance with the School Admissions, the School Admissions Appeal Codes, guidance of Home to School travel and transport

- Promotion of early years provision and development of the early years market, and
- Children's and young people's participation in public decision making.
- Matters relating to youth employment (under 18 years).
- The City Lions Programme
- Internships (16 – 17 years) and science, technology, engineering, arts and mathematics (STEAM) opportunities for those under 18.

To be the Council's strategic lead in 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.

LIBRARIES, ARCHIVES AND REGISTRATION SERVICES

To set policy and strategic direction for:

- The Council's functions under the Public Libraries Act, including the public library service and facilities, including community and specialist libraries, specialist collections, home library service, schools' library service;
- The Council's functions under the Registration of Births, Deaths and Marriages Acts.
- Council's functions under the Public Records Act, and other legislation covering archives and records;
- Fees and charges for the libraries and archives services, and for non-statutory fees and charges in the registration service; and
- Registration, citizenship and ceremonies services in the Council's venues and other licensed venues.

CULTURE AND TOURISM

To set policy and strategic direction for:

- The cultural offer across Westminster;
- Liaison with the cultural industries in the city;
- Public Arts (non-planning related decisions);
- Green Plaques and City of Sculpture; and
- Tourism matters related to the cultural offer in Westminster.

WESTMINSTER ADULT EDUCATION SERVICE AND LIFELONG LEARNING

To set policy and strategic direction for:

- The provision of lifelong learning services, including those provided by; the Westminster Adult Education Service (WAES).
- All matters relating to Post Compulsory Education awards and awards for further and higher 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.

PUBLIC PROTECTION

To set policy and strategic direction for:

- The Council's approach to reducing crime, disorder and antisocial behaviour including our work through the Safer Westminster Partnership;
- The Council's relationships with the Metropolitan Police;
- Services which tackle domestic abuse, including the Multi Agency Risk Assessment Conference process;
- Services and activity which address antisocial behaviour, nuisance, noise, and road safety, including action to tackle pedicabs;
- The Council's Prevent duties in accordance with the Counter-terrorism and Security Act 2015;
- The Council's duties under the Regulation of Investigatory Powers Act;
- 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 remain the responsibility of the Cabinet Member for Young People, Culture and Learning.

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

LICENSING

To set policy and strategic direction for Licensing, including enforcement and all those matters that fall under the remit of the Licensing Act 2003 and the Gambling Act 2005 and to do so in consultation with the Chairman of the Licensing Committee.

REGULATORY SERVICES

To set policy and strategic direction for:

- Trading standards;
- Health and safety (public, not staff)
- Food safety;
- Pest control;
- Street trading enforcement including for street markets
- Environmental sciences
- Home improvements under the Disabled Facilities Grant.

COMMUNITY SUPPORT AND FAITH RELATIONS

To set policy and strategic direction for:

- Westminster Connects;

- The Council's advice services, including providing support for communities from outside of the UK, in consultation with the Cabinet Member for Young People, Culture and Learning where this support relates to registrar services and citizenship.
- The Council's relationship with the Westminster Faith Exchange;

COMMUNITY HUBS

To set policy and strategic direction for the Community Hubs Programme.

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

ADULT SOCIAL CARE AND PUBLIC HEALTH

To set policy and strategic direction for:

- All Adult Social Care and Public Health matters.
- 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.
- Services and support for Carers as per the requirements set out Care Act 2014.
- Public Health matters for children and young people, in consultation with the Cabinet Member for Young People, Culture and Learning.
- The Council's relationships with the NHS, including Council functions under Section 75 of the Health Act 2006.
- All health-related functions exercised on behalf of an NHS body insofar as they relate to Adult Social Care.
- The provision and 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.
- 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.

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.

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 set policy and strategic direction for:

- The Council's food poverty strategy;
- The provision of additional assistance to community-led support services including food banks.

VOLUNTARY AND COMMUNITY SECTOR (VCS)

To set policy and strategic direction for:

- The Council's engagement with the VCS;
- Core grants targeted towards the VCS.

CABINET MEMBER FOR PLANNING AND ECONOMIC DEVELOPMENT

PUBLIC REALM AND PLACE-SHAPING

To set policy and strategic direction 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;
- The Public Realm Capital Works Programme;
- Urban design.

To jointly set policy and strategic direction for individual 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.

SMART CITY AND DIGITAL CONNECTIVITY

To set policy and strategic direction for:

- The Smart City programme, in consultation with other Cabinet Members as relevant, including driving digital innovation throughout the city.
- 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.
- Digital inclusion, in consultation with other Cabinet Members as relevant.

PLANNING FUNCTIONS, BUILDING CONTROL AND STREET NAMING

To set policy and strategic direction for:

- 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;
- Any supplementary planning documents needed in consultation with other Cabinet Members as relevant;
- The Council's position with regard to the London and national planning framework;
- The discharge of the Council's duties to consider planning applications in line with the relevant statutory requirements;
- All other planning matters, including listed building including Planning Performance Agreements and planning enforcement;
- Sustainable urban drainage matters in consultation, as appropriate, with the Cabinet Member for City Management and Air Quality.
- Building Control;
- Street Naming
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LONDON LOCAL AUTHORITIES ACT 2007

To set policy and strategic direction 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 issue 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 COMMUNITY RIGHTS

To set policy and strategic direction for:

- The designation of neighbourhood areas and forums;
- The development of Neighbourhood Plans including advising on general conformity;
- The Council's legal obligation to support the neighbourhood planning process.
- The Community Right to Bid Scheme
- The register of Assets of Community Value.

COMMUNITY INFRASTRUCTURE LEVY AND SECTION 106

To set policy and strategic direction for:

- The Council's role in administration of the Community Infrastructure Levy both as a collecting authority on behalf of the Mayor of London and of a Westminster Community Infrastructure Levy as a charge setting authority.
- The distribution of appropriate funds to parish councils and allocations of funding for neighbourhoods.
- 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.
- To be responsible for decisions relating to Neighbourhood CIL where the value of the proposed project does not exceed £250,000. Where the value of a proposed project exceeds £250,000, or the Cabinet Member for Planning and Economic Development otherwise deems that the decision is of a sufficient level of complexity or scale, that decision will be brought to a meeting of Cabinet.

ECONOMIC DEVELOPMENT AND RECOVERY

To set policy and strategic direction for:

- Support to 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;
- Markets and street trading in consultation with the Cabinet Member for Communities and Public Protection;
- The evening and night-time economy, in consultation with other Cabinet Members as appropriate;
- Inward investment;
- The Council's Employment Service and other initiatives promoting employment, including training and apprenticeships for those 18 and over.

NORTH PADDINGTON

To set policy and strategic direction for the North Paddington Programme, in consultation with the Cabinet Member for Resident Participation, Consultation Reform and Leisure.

OXFORD STREET

To set policy and strategic direction for the Oxford Street Programme. This includes all executive decision-making authority relating to the Oxford Street programme. The Leader and other Cabinet Members as required should be consulted prior to any decisions being taken.

CABINET MEMBER FOR FINANCE AND COUNCIL REFORM

STRATEGIC FINANCE AND FINANCIAL MANAGEMENT

To set policy and strategic direction for:

- Strategic Finance, most notably financial matters which, in the opinion of the Executive Director for Finance and Resources, have significant implications across portfolios;
- Financial practices and procedures within the approved budget framework (Financial Regulations);
- The Council's Capital Programme including financing and monitoring of the Capital Programme;
- The Council's revenue budget, including monitoring all expenditure out of revenue against the approved annual estimates;
- The Council's Treasury Management Strategy.

To determine, within the approved budget framework, any re-allocation of funds between services during the financial year.

To determine 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.

FINANCIAL AND ASSET ADMINISTRATION

To set policy and strategic direction for:

- Revenue collection;
- Cash flow management, borrowing, lending and investments;
- Internal audit and anti-fraud;
- All insurance matters;
- 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.
- Benefits and benefits policy;
- Business rates.

CORPORATE PROPERTY

To set policy and strategic direction 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.
- All property assets of the Council allocated for use for operational and service purposes;

- The future of property identified by other Cabinet Members as surplus to their requirements;
- 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;
- The delivery of major capital projects within Council-owned buildings and programmes across services, in conjunction with the Cabinet Member responsible for delivery of the service;
- Capital maintenance and delivery of externally funded projects across schools and operational buildings.

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

PROCUREMENT AND CONTRACT MANAGEMENT

To set policy and strategic direction for:

- The Council's Procurement Strategies including contract management and central commissioning;
- The Council's Procurement Code, including approval of changes to the Code and Responsible Procurement and Commissioning Strategy.
- The Council's contract processes relating to market testing and competitive tendering;
- Contract management on behalf of the City Council and, 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.

LEGAL AND INFORMATION MANAGEMENT

To set policy and strategic direction for:

- Legal services provided and used by the Council;
- Electoral services, land charges and coronial services;
- Data protection, GDPR, Freedom of Information, related Environmental Regulations and Subject Access requests.

INFORMATION TECHNOLOGY

To set policy and strategic direction for:

- The Infrastructure for the Council's Information and telecommunications systems;
- Cyber security;
- Architecture and data.

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.

CABINET MEMBER FOR CITY MANAGEMENT AND AIR QUALITY

COMMUNICATIONS

To oversee the development and delivery of any strategic plans of the Communications team within the Innovation and Change directorate.

To oversee all Corporate Communications in consultation with the Leader of the Council.

PUBLIC REALM

To jointly set policy and strategic direction for individual 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.

To set policy and strategic direction for:

- All matters relating to the Parliamentary Estate including Parliament Square;
- The annual maintenance programmes that are carried out on our footways, carriageways and public lighting.

AIR QUALITY, GREENING AND BIODIVERSITY

To set policy and strategic direction for:

- Parks and open spaces;
- The Council's Air Quality Action Plan, in consultation with the Cabinet Member for Climate Action, Regeneration and Renters.
- The Schools Clean Air Fund, in consultation with the Cabinet Member for Young People, Culture and Learning;
- Flood risk, in consultation with the Cabinet Member for Planning and Economic Development.
- City-greening initiatives such as hanging baskets, tree planting and maintenance;
- Biodiversity including, 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.

CEMETRIES AND PUBLIC MORTUARIES

To set policy and strategic direction for:

- Cemeteries managed by the Council;

- The public Mortuary service
- 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.

STREET CLEANSING, WASTE AND PUBLIC CONVENIENCES

To set policy and strategic direction for:

- Street cleansing, including major cleansing contracts
- Public conveniences.
- Waste collection and disposal, including bulky refuse.
- Support to residents, businesses, and visitors to reduce waste production and increase recycling in consultation with the Cabinet Member for Climate Action, Regeneration and Renters;
- Commercial waste consolidation as part of a wider sustainable transport approach in consultation with the Cabinet Member for Climate Action, Regeneration and Renters.

CITY INSPECTORS

To set policy and strategic direction 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.

HIGHWAYS, TRANSPORT AND PARKING

To set policy and strategic direction for:

- 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.
- 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.
- Transport projects and the management of all transport schemes including major transport initiatives;
- Local road safety schemes and school/play streets;
- The Local Implementation Plan;
- Relationships with Transport for London (TfL);
- Relationships with utilities in Westminster, including the operation of the utilities permit scheme;
- Highways planning.
- Parking policy, including responsibility for the development and maintenance of parking on the City's housing estates in consultation with the Cabinet Member for Housing Services;
- Parking enforcement, including on housing estates in consultation with the Cabinet Member for Housing Services;
- Sustainable and active travel;
- Road safety functions, including pedestrian safety and school crossing patrols.

CABINET MEMBER FOR HOUSING SERVICES

HOUSING ALLOCATIONS, ROUGH SLEEPING ACCOMMODATION AND HOMELESSNESS SERVICES

To set policy and strategic direction for the Council services which:

- Prevent homelessness
- Allocate, transfer, exchange and arrange inheritance of Council owned housing
- Provide homeless accommodation (including temporary accommodation and hostels)
- Support rough sleepers off the streets

SOCIAL HOUSING MANAGEMENT MATTERS

To set policy and strategic direction for the management and maintenance of the Council's housing stock and HRA land, including:

- Repairs and maintenance
- Major works
- Energy conservation
- Operation and service charges association with the Pimlico District Heating Undertaking (PDHU)
- Setting rents for social housing
- Setting service charges for leaseholders
- Social and community facilities on housing estates
- Anti-social behaviour and CCTV
- Asset management of HRA land
- Sheltered and Special Needs housing.

HOUSING PARTNERSHIPS

To lead the Council's partnerships with key local stakeholders involved in housing management, most notably lessees' and tenants' resident's associations and Registered Providers.

CABINET MEMBER FOR CLIMATE ACTION, REGENERATION AND RENTERS

CLIMATE ACTION

To set policy and strategic direction for:

- The City Council's response to the Climate Emergency;
- The Council's role and response to cross-cutting sustainability issues, such as reducing carbon emissions, improving resource efficiency and developing sustainable energy.

PRIVATE RENTED SECTOR

To set policy and strategic direction for:

- The Private Rented Sector Strategy;
- The regulation of the Private Rented Sector (including houses in multiple occupation).

REGENERATION

To set policy and strategic direction for:

- Housing-led regeneration programmes, including liaison with other Cabinet Members where regeneration programmes overlap with other areas of responsibility.
- The provision by the Council of new housing within the City by way of new construction and conversion of existing buildings.
- The acquisition of properties by Compulsory Purchase for housing purposes.
- The clearance, general improvement and housing action areas and the implementation of proposals for the acquisition, improvement and/or conversion of properties in such areas.
- The allocation 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.

CABINET MEMBER FOR RESIDENT PARTICIPATION, CONSULTATION REFORM AND LEISURE

CUSTOMER SERVICES AND DIGITAL

To set policy and strategic direction for:

- The corporate contact centre;
- Corporate Complaints;
- The digital transformation of the Council's services in collaboration with other Cabinet Members and partner agencies where necessary;
- Applications, core digital tools and platforms which enable public engagement with the Council e.g. the website, ReportIt and other such functions.

COMMUNITY ENGAGEMENT AND NEIGHBOURHOODS

To set policy and strategic direction for:

- The Council's Community Engagement Strategy, including raising the standard of consultation and engagement across the Council and widening participation;
- Liaison with Neighbourhood Forums (on non-designation and plan adoption matters) and Amenity Societies, in consultation with relevant Cabinet Members as necessary, most notably the Cabinet Member for Planning and Economic Development;
- Westminster Together or similar public forums or engagement events;
- Relationships with the Queen's Park Community Council.

To support the Cabinet Member for Planning and Economic Development in setting policy and strategic direction for the North Paddington Programme.

COMMUNITY INVESTMENT

To set policy and strategic direction for:

- The Ward budget programme;
- Community investment programmes and grants;
- Community capacity building;

EQUITY, EQUALITY, DIVERSITY AND INCLUSION

To set policy and strategic direction for:

- The Council's work to promote equity, equality, diversity and inclusion across all Council practices and workings with external providers.
- The Council's Equalities Policy and statutory obligations and the Equality Act 2010.

LEISURE

To set policy and strategic direction for:

- Sports and leisure services including leisure centres, active communities' initiatives and Sayers Croft Field Centre;