The Executive Decision-Making Process

Report by the Leader of the Council

Summary
To inform the Council of changes made to the management of Executive business and decision-making process designed to provide a greater degree of accountability to the public, reduce the number and length of meetings and enhance the speed of decision-making.

1.0 RECOMMENDATIONS:
(i) To note the revised Executive decision-making process and the changes to the process for preparing the Forward Plan.
(ii) To note the new delegated powers for individual Executive Members as outlined in the Appendix
(iii) To note that the new processes will be kept under review and full review of the outcomes will be carried out in 12 months time.

2.0 Background
2.1 At the last Borough Council meeting on 25 September approval was given to the proposal to implement a number of measures designed to enhance the Executive’s decision-making process and ensure more effective management of its business.

2.2 These changes mean that the number of plans that come under the Borough Council’s budget and strategic framework have been increased and the definition of a “key decision” has been changed. Key decisions are included in the Leader’s Forward Plan and presently come to Executive Public meetings for consideration and approval. Borough Council was informed that the Executive intended to make much greater use of the delegated powers available to individual portfolio holders.

2.3 The purpose of the current report is to set out the way in which these measures will be implemented over the coming months.

3.0 Forward Plan
3.1 Council departments are being asked to review their Forward Plan entries in light of the change to the definition of a key decision approved at Borough Council on 25 September. The Forward Plan is also being transferred to the Council’s issue management system (“modern.gov”) which will enable it to be used as a much more effective tool for managing business and providing clear, up-to-date information for local residents.
3.2 At the present time, decision dates will continue to mirror the dates of scheduled Executive Public meetings but, given the new powers proposed in this report, it may well be that delegated decisions will be taken by individual Lead Members on those dates rather than collective decisions at an Executive Public meeting. In the future decision dates in the Forward Plan could be more flexible, reflecting the wishes of Executive Members for greater speed on some decisions. However all decision-making will be subject to the requirements of the Local Government Act 2000 (and associated regulations).

3.3 Another significant change to the Forward Plan will be that electronic links (where available) will be provided to background papers e.g. previous reports to the Executive on the same issue, as opposed to simply listing the documents as happens at present. This change will provide more clarity for residents about the matter under consideration the history of a particular issue and any proposed consultation process.

3.4 These measures will also give greater opportunity for the Overview and Scrutiny Committee to investigate matters and offer their advice and expertise at the pre-decision stage.

4.0 Decision Making Process

4.1 In future the Executive, both individually and collectively, will only take decisions on matters set out in the Forward Plan. When a Lead Member, in consultation with his/her Chief Officer and relevant department, has identified an item for decision and the proposed date for that decision, a draft report will be prepared and submitted to the Corporate Management Team (CMT) not less than four weeks prior to the decision date. The purpose of reports being considered by CMT members is to ensure that:

(a) that the advice of the statutory officers (the Chief Executive, Director of Finance and Director of Legal Services) is contained in the reports;

(b) all crosscutting and corporate issues are properly addressed; and

(c) that the collective wisdom and experience of the Council’s most senior officers is fully utilised.

4.2 After CMT the draft report will be circulated to all Executive Members to ensure that they are content for the item in question to proceed to decision. At this point items will be clearly identified, with the approval of the Leader and the Chief Executive, as being either for individual Executive Member’s delegated decision on a specified date or for a collective decision at the next Executive Public meeting. In either case the report will have to appear on the Council’s website no less than 5 working days prior to the decision and the decision, whether taken under delegated authority or collectively, will not be implemented until 5 working days after the decision date in order to comply with the rules regarding the right of call-in for Overview and Scrutiny.

4.3 The new process is illustrated in a flow chart attached to the Appendix to this report.

4.4 Subject to approval of the recommendations of this report, a timetable will be drawn up detailing the deadlines for submission of items for decision firstly as Forward Plan entries and secondly as draft reports for CMT and final reports for Executive decision on a delegated or collective basis.
5.0 **Delegated Decision Making Powers**

In order to allow individual Executive Members to take decisions separately to those made at Executive Public meetings, a new scheme of delegation needs to be approved. Proposed powers for individual members, based on the Royal Borough of Kensington & Chelsea model favoured by the Executive, are shown in the Appendix to this report.

6.0 **Comments of the Director of Finance**

6.1 This is a major change to the Council’s processes, streamlining the implementation of decisions. The scheme provides additional delegated authority to Members but will also mean they have greater individual accountability.

6.2 In terms of the write off of debts between £100,000 and £249,999 these will no longer go to Executive but to the Lead Member for Finance in conjunction with the Lead Member of the area concerned.

6.3 In the new arrangements it is even more important that reports to Lead Members or Executive are prepared with early consultation with departmental Heads of Finance and that financial comments are included in reports prior to their submission to Members. Additionally, all reports will have to take full account for the Council’s overall policy agenda, particularly as it relates to budget setting and management.

7.0 **Comments of the Director of Legal Services**

7.1 The Director advises that it is absolutely essential that individual Executive Member decision-making mirrors the collective decision making process in order to be lawful. This means that the same standard of reporting is required, with the statutory officers’ comments, and full consideration given to the content of reports before decisions are made. Both the report relied on and the decision made (with reasons wherever necessary) need to be filed and reported to the next Executive Committee for noting.

7.2 It is recommended that the proposed delegated powers and the process of decision making be kept under review and that there be a full review of the operation of individual Executive decision making in 12 months time.

8.0 **Equality Impact Assessment**

The Council exercises considerable powers over local services and must be accountable to local residents and Council Tax payers for the way in which it makes decisions. It would therefore be important that any changes to the decision-making arrangements are properly explained and that appropriate access to information about decisions is organised. The Council’s website provides the most generally accessible means of doing this and systems are in place to manage this information. However, arrangements will also need to be made for information to be available in other forms on request to meet particular needs.

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**Background Papers:**

- Local Government Act 2000 (and associated regulations)
- Constitutions of the following other councils: Kensington & Chelsea, Hounslow Council’s Constitution & Scheme of Delegation of Powers

**This report has been or is due to be considered by:** Executive

**This report is relevant to the following wards/areas:** All
1. **The Executive makes decisions in the following circumstances:**

1.1 matters reserved to the Executive as set out in the Constitution

1.2 matters delegated to individual Executive Members where, in any particular case, the Leader of the Council, the Leader of the Community Group or the Chief Executive directs that the decision should be reserved to the Executive;

1.3 matters delegated to the individual Executive Member where the relevant Executive Member decides, with the approval of the Leader of the Council, to refer any particular matter to the Executive for decision; and

1.4 matters referred to the Executive by individual Executive Members following call-in by the Overview and Scrutiny Committee.

**The General Responsibilities of the Executive**

2. The Executive 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 discharging these overall functions and responsibilities, the Executive is responsible for the following:

2.1 **Leadership** in these areas:

(a) proposing policy development, changes and new policy;

(b) articulating existing Council policy to other parties;

(c) commenting on proposals from others on behalf of the Council, including through the media;

(d) influencing others, including the media, in order to promote existing Council policy or matters reasonably collateral to it; and

(e) ensuring the Council has a programme for continuous improvement of its services, including reviews of Best Value as required by law.

2.2 **Partnership working** with:

(a) any or all other parties who can assist the Council to achieve its stated objectives or where collaboration benefits those who live in, work in or visit the Borough; and

(b) others involved in community planning and the formation of partnerships with other local public, private, voluntary and community organisations to address local needs.
2.3 **Decision-making** in the following areas:

(a) the introduction of new, or the development or termination of existing services within the Borough;

(b) the acquisition of any land, which involves the use of a compulsory purchase order;

(c) the letting of any contract covering the area of more than one portfolio or which is of application across the business directorates in all areas that are not specifically reserved to the full Council or one of its committees as set down elsewhere in the Constitution;

(d) any proposal to vire £250,000 or more from one budget head to another;

(e) all property disposals whether by transfer of freehold or leasehold interest, except:
   - domestic dwellings under Right-to-Buy legislation;
   - disposal or the granting of minor interests below a value of £250,000; and
   - disposal specifically agreed within the Council’s annual budget plans;

(f) proposals for major policy plans to be recommended to Council;

(g) proposals for the annual revenue and capital budgets to be recommended to Council, including proposals for local taxation;

(h) the disposal of assets over £250,000; and

(i) the setting up of a local authority trading company.

**Responsibilities of all Executive Members**

3. There are occasions when matters affect more than one portfolio; on such occasions, the Executive Members concerned act in conjunction with one another. In discharging any functions that have been delegated, the Executive Member must act lawfully. This means that the Executive 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, procedure rules and the Members’ Code of Conduct.

4. **Each Executive Member is responsible for:**

(a) the proper administration of the Council’s services; ensuring adequate staffing, premises and other resources to secure agreed standards and target outcomes in the area of each portfolio;

(b) the efficient use and day-to-day maintenance of Council premises;

(c) ensuring budget control;

(d) approving use of specific grants and/or funding from non-governmental sources, and any annual delivery plans and agreements in relation to such funding;

(e) approving funding exceeding £19,999 per annum to voluntary and other organisations within their portfolio, and approving jointly with other Executive Members where the application affects more than one portfolio;

(f) the continuous improvement of the Council's services through a programme of work;

(g) liaising with the Council’s Overview and Scrutiny Committee;
(h) decisions proposed and made;

(i) the promotion of the Council's policies and communication with the public as appropriate through local and other media, ensuring always that publications are compliant with the Council’s Publications Guidelines;

(j) proposing and responding to Government and its agents, the Greater London Authority, and to those sharing common cause and others on matters defined by their responsibilities;

(k) the promotion of the Council's existing policies;

(l) speaking up on matters of local concern and acting as the main Council spokesperson on issues within his/her portfolio;

(m) approving proposals to vire money from one budget head to another between £100,000 and £249,999, in conjunction with the Executive Member for Finance;

(n) writing off debts between £100,000 and £249,999, in conjunction with the Executive Member for Finance;

(o) the disposal of assets between £100,000 and £249,999 in conjunction with the Executive Member for Finance;

(p) approving exemptions from Procurement Procedure Rules;

(q) giving approval to proceed to advertisement or other method of securing competition authorised by the Procurement Procedure Rules, and for inviting and accepting tenders and quotations related to matters within their portfolio of £100,000 or more;

(r) opening tenders where the estimated value of the contract is £1,000,000 or more;

(s) approving variations to contracts in accordance with the Council’s Procurement Procedure Rules and Contract Regulations;

(t) the disposal of property valued between £100,000-£249,999 in respect of the functions for which they are responsible, in conjunction with the Executive Member for Finance;

(u) applying for planning permission for the Council’s own development schemes;

(v) applying for conservation area consent, listed building consent or any other permissions or consents necessary to progress the Council’s own development schemes; and

(w) setting new external charges and revising current ones.
5. **The Functions and Portfolios of Individual Executive Members**

These are as follows:

5.1 **Leader of the Council**

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 Executive Member.

In discharging this role, the Leader is specifically responsible for leadership, strategic planning and development, partnership working and decision making within the following policy and service areas:

(a) the development of overall strategic and financial plans for the Council and the promotion and monitoring of both existing and new strategies and plans;

(b) the setting of the council tax rate and overall control of the revenue and capital finances of the Council, in conjunction with the Executive Member(s) with responsibility for those matters and budget planning and all action necessary to maintain overall budget control within the cash limits agreed by full Council;

(c) overall control and final approval of all matters relating to the Council’s Performance Improvement Plan;

(d) the production and publication of the Council's Forward Plan;

(e) the Council's contribution to the life of the Borough and to the Capital and sub-region;

(f) the functioning of the Council's Executive, including the allocation of responsibilities to the full Executive and individual Executive Members; and the delegation of executive authority to officers;

(g) partnership working across the Council's services, including liaison with other statutory agencies in and outside the Borough and with local businesses, voluntary and community groups including;

- representing the Council on the Local Strategic Partnership and lead on the Hounslow Community Plan;
- to drive forward the development, implementation and monitoring of Hounslow’s Local Area Agreement;
- regeneration, neighbourhood renewal and economic development, including bidding for, planning and expenditure of regeneration funding;
- leading on the worklessness agenda and its contribution to Social Inclusion;
- strategic lead on work with the voluntary sector, in conjunction with the Lead Member for Service Improvement.

(h) the Council's communications strategies and activities and press and publicity activity, including the magazine and content of the Council’s website;
(i) speaking up on matters of local concern and representing the views of the Borough and its Council to Government and its agents, the Greater London Authority and to others including;

- including Council business with the London Development Agency, and other regional and sub-regional bodies dealing with economic and community regeneration;
- to West London Alliance and other sub regional bodies;
- to lead the development of formal responses to consultations from these bodies;
- to lead on the consultation on and implementation of the Local Government and Public Involvement in Health Bill once in legislation.

(j) appointments to outside organisations between meetings of the Council;

(k) community relations and the promotion of social cohesion and fair opportunities for the Borough’s diverse population together with the Council’s responsibilities under race relations legislation, thereby ensuring strong, safe and sustainable communities;

(l) overall compliance with equalities legislation, including

- the production, publication and monitoring of the Race Equality Scheme, the Gender Equality Scheme, and the Disability Equality Scheme;
- the promotion of equalities standards and best value indicators; and
- the provision of appropriate community language translation including Braille and British Sign Language.

(m) The Deputy Leader may take day to day decisions on behalf of the Leader during his absence as notified by the Monitoring Officer (or if the absence is unforeseen, as confirmed by the Chief Executive).
5.2. **Deputy Leader and Executive Member for Housing Client-Side, Customer Services, Modernisation & IT**

The scope of this portfolio is concerned with leadership, strategic planning and development, partnership working and decision making within the following policy and service areas:

5.2.1 **Housing matters:**

(a) housing Strategy for the Borough, covering all tenures and housing needs in compliance with Government requirements;

(b) housing policy compliance with the Local Development Framework and regional and sub-regional planning policy;

(c) policies that establish the Council’s aspirations for the regulation of the private sector;

(d) policies for assistance to home owners;

(e) management of housing demand, including the Allocations Policy;

(f) joint responsibility with the Executive Member responsible for Health and Social Care for Supporting People services; and

(g) responsibility for liaison with the West London Alliance and with the London Councils on housing matters and attendance at relevant meetings.

5.2.2 **Customer Services, Complaints and Access Hounslow**

(a) reception and telephone services (though see below the role of the Executive Member for Service Improvement in relation to the 'Improving the Customer Experience' initiative); and

(b) the Council's complaints system and its response to investigations by the Local Government Ombudsman.

5.2.3 **e-Government, e-working, IT**

(a) the development and application of policies, initiatives and services involving the use of information and communications technology to support the work of the Council and the Council's work with others;

(b) project and programme governance, including the Corporate Programme Office;

(c) change management and business process re-engineering activities;

(d) strategic modernisation and transformation of the Council; and

(e) a secure and reliable IT operation.

5.2.4 **Deputy Leader**

The Deputy Leader may take day to day decisions on behalf of the Leader during his absence as notified by the Monitoring Officer (or if the absence is unforeseen, as confirmed by the Chief Executive).
5.3 Executive Member for Environment and Planning

The scope of this portfolio is concerned with leadership, strategic planning and development, partnership working and decision making within the following policy and service areas:

5.3.1 The Council’s role as Local Planning Authority and its responsibility for the spatial planning of the borough including:

(a) the development of the Council’s Core Strategy and other development plan documents and supplementary plan documents which collectively form the Council’s local development framework, for recommendation to full Council;

(b) the active promotion of development opportunities which would support the implementation of the local development framework and enable the sustainable development of the borough;

(c) the development of policies and programmes to protect and enhance the natural and built heritage of the borough including the promotion of high quality urban design and the preservation and conservation of trees, buildings and areas of special ecological, architectural, historic and townscape interest, acting as ‘Urban Design Champion’;

(d) the development of policies and standards for the enforcement of the Council’s regulatory planning powers;

(e) the development of formal responses to draft planning legislation, policies and programmes issued by Government and the Greater London Authority;

(f) the allocation of any grants relating to buildings of special architectural or historical interest; and

(g) the leadership of any Panel assessing applications for design awards.

5.3.2 The Council’s role as Building Control Authority and its responsibility for ensuring the health, safety, welfare and convenience of building occupiers and users including:

(a) the development of local policies and performance standards for the delivery of the Council’s regulatory building control duties; and

(b) the development of formal responses to draft building control legislation and performance standards issued by Government.

5.3.3 The Council’s role as Highway Authority and Traffic Authority and other Council’s responsibilities in relation to traffic and transportation, including:

(a) the Council’s Transport Strategy and traffic and transportation policies including the Local Implementation Plan and the Borough Spending Plan;

(b) design and implementation of traffic and parking schemes;

(c) road safety and accident prevention;

(d) promotion of sustainable transport;

(e) the Council’s involvement in subsidised transport provision, including the ‘Taxicard’ scheme, Freedom Pass and Dial-a-Ride;

(f) the maintenance and improvement of highways;
(g) the maintenance and improvement of highways infrastructure including bridges, street lighting, street trees, signage etc;

(h) street cleansing and maintenance of the street scene including public conveniences, removal of graffiti, flyposting etc;

(i) highway law enforcement;

(j) naming and numbering of streets and buildings;

(k) air (including aviation strategy below) and rail travel;

(l) the Council's parking policies, including associated fees and charges;

(m) parking operations and enforcement;

(n) enforcement in relation to moving traffic offences;

(o) the promotion of public art on the highway and on Council or private land accessible to the public and in public open spaces; and

(p) the Council's vehicle fleet.

5.3.4 The Council's role in relation to environmental management and protection including:

(a) the Council's responsibility to control pollution and deal with contaminated land;

(b) dealing with the control of pests and animal welfare;

(c) the Council's Air Quality Plan;

(d) the Council's energy usage; and

(e) the overall co-ordination of environmental policies.

5.3.5 The Council's role in relation to environmental strategy, management and protection

Leading on environmental protection and enhancement of the built and natural environment including:

(a) responsibility for the formulation and implementation of the Council's Aviation strategy and the development of formal responses to reviews and consultations issued by the government and the European Community related to aviation issues impacting the human and natural environment in the borough;

(b) the responsibility, development, oversight and promotion of all Environmental Strategy policies and programmes including those that monitor:
   - Noise pollution and air quality in the borough;
   - Biodiversity issues with regards to protection of the borough’s habitats and species;
   - Climate change, energy and sustainability issues impacting the borough’s population and environment; and
   - the borough’s Fairtrade status;

(c) the Council's responsibility to control pollution and deal with contaminated land; and

(d) the Council's energy usage.
5.3.6 The Council's role in relation to waste management and recycling;

5.3.7 The Council's role in relation to Public Protection including:

(a) food safety and public health;

(b) public health elements of environmental health such as environmental protection, air quality, consumer protection, food safety and trading standards and health and safety at home and work;

(c) health and safety enforcement;

(d) trading standards; and

(e) the management of street markets and street trading.
5.4 Executive Member for Finance

The scope of this portfolio is concerned with leadership, strategic planning and development, partnership working and decision making within the following policy and service areas:

5.4.1 Financial Matters

(a) budget planning and all action necessary to maintain overall budget control within the cash limits agreed by full Council (in conjunction with the Leader of the Council);
(b) writing off debts between £100,000 and £249,999 in conjunction with the relevant Executive Member;
(c) virements between budget headings between £100,000 and £249,999, in conjunction with relevant Executive Members;
(d) use of special reserves and reserved contingency budgets, within the total budget agreed by full Council;
(e) in-year changes to the Council's Capital Programme;
(f) financial planning;
(g) risk management;
(h) investments and treasury management;
(i) the collection of taxes, the determination and payment of housing and Council tax benefit;
(j) overall strategy for fees and charges;
(k) maximisation of the Council's commercial income;
(l) audit and financial probity;
(m) the Council's procurement policies and procedures; and
(n) payroll and other financial benefits for staff.

5.4.2 Corporate Property

(a) overall management of the Council's property assets and the disposal of the Council's property interests up to a value of £249,999 in conjunction with the Executive Member within whose portfolio the property was formerly an operational property;
(b) the disposal and acquisition of property;
(c) the letting of property for rents exceeding £25,000 per annum;
(d) the power to grant leases and easements of a value between £100,000 and of £249,999;
(e) maintenance of the Council's buildings (other than day-to-day maintenance);
(f) the letting of accommodation at corporately owned buildings in liaison with relevant Lead Members; and
(g) printing services.
Leadership in developing Human Resources policies and strategies for referral to the Executive for decision on the following:

(a) human resources, employment and training policies and strategies;
(b) measures to manage productivity and sickness absence;
(c) the appointment of staff and approval of the payment of termination benefits to employees, following consultation with the relevant Executive Member(s);
(d) health and safety of staff; and
(e) agreeing variations to the Council’s Human Resources procedures in response to changes in legislation, regulation or case law.
5.5 Executive Member for Education and Children’s Services

5.5.1 The Lead Member for Education and Children’s Services has

(a) political accountability for the effectiveness, availability and value for money of all the Council’s children’s services
(b) leadership within and beyond the Council to engage and encourage local communities in order to improve children’s services, and to ensure that services both within the Council and across partner organisations, improve outcomes for all and are organised around children and young people’s needs; and
(c) a particular focus, with the Director for Children’s Services, on safeguarding and promoting the welfare of children across all agencies.

5.5.2 The scope of this portfolio is concerned with leadership, strategic planning and development, partnership working and decision making within the following policy and service areas:

The Council's interests in wider educational provision, including provision by the independent sector; The role of 'Lead Member for Children's Services' as designated under Section 19(1) of the Children Act 2004 and described as follows in statutory guidance:

"a) education services - the authority's functions in its capacity as education authority, except those excluded under Section 18(3) of the Act (namely certain functions relating to education, higher education and adult education);
b) social services - the authority's social services functions within the meaning of the Local Authorities Social Services Act 1970 insofar as they relate to children, and the authority's functions in relation to children and young people leaving care;
c) health services - any health-related functions exercised on behalf of a National Health Service body under Section 31 of the Health Act 1999 insofar as they relate to children;
d) inter-agency co-operation - the new functions of the Child Support Agency set out in the Act, in particular leading and building and leading the arrangements for inter-agency co-operation."

5.5.3 The above functions incorporate:

(a) the Council's role as 'corporate parent, including assistance to young people who have been looked after beyond their 16th birthday, where circumstances justify.'
(b) fostering and adoption services;
(c) the Council's responsibilities towards unaccompanied asylum seeking children;
(d) the Council's regulatory duties in relation to children's social services;
(e) ensuring that families with social care needs experience a 'joined-up' service;
(f) the development of Children's Centres;
(g) setting the overall direction in relation to the Council's funding of, and support to, schools;
(h) the Council's interest in nursery and Early Years education, learning out of school hours, play and subsidised and unsubsidised childcare;
partnership working with the National Health Service and the Children and Young People’s Strategic Partnership to promote the interests of children and their families;

the Youth Offending Team and youth justice matters in conjunction with the Lead Member for Community Safety;

the Council's youth services and its encouragement of other services to young people;

as 'Young People's Champion' furthering the Council’s commitment to the involvement of young people in decision-making processes where appropriate;

sports activities for children and young people;

the Council's relationship with the 'Connexions' service for young people offering support and career guidance (or any successor service);

ensuring that children and young people their parents and carers are able to make a real contribution to the development of services by their active involvement in service design and through seeking their feedback on the effectiveness of services;

ensuring there are proper governance and monitoring frameworks in place within the Council and in local partnerships with responsibility for children’s services covering staff management, financial management (including audit) and risk management (in particular to safeguarding and promoting the welfare of children);

local schools, including plans for new educational provision in the Borough and/or the improvement or renewal of existing facilities;

the Council's consultation arrangements with schools, governors, parents and others;

special education and education for the gifted and talented;

the Council's interest in school admission and exclusion appeals, including the making of arrangements to determine appeals;

adult and community education;

links to industry and business, through education business partnerships and the Learning and Skills Council; and

appointments to school governing bodies.
5.6. **Executive Member for Adult Social Services Care and Health**

The scope of this portfolio is concerned with leadership, strategic planning and development, partnership working and decision making within the following policy and service areas:

5.6.1 The establishment and maintenance of high quality social services for adults, including:

(a) assessing need and arranging services for those in need of adult care services, including through age, infirmity, physical or learning disabilities or mental health problems;

(b) assessing need and arranging services for Carers - those who care for these people;

(c) provision of joint services with the NHS as required by legislation;

(d) undertaking joint strategic needs assessments of health and care needs and health inequalities jointly with the primary care trust;

(e) preparation and implementation of Joint Commissioning Strategies for each of these groups including procurement of care services;

(f) adult protection arrangements to safeguard vulnerable adults;

(g) the coordination of personal services by other organisations where such services are complementary to the Council's own efforts; and

(h) the Council's regulatory duties in relation to adult care services.

5.6.2 The Council's involvement and consultation arrangements with users, carers and potential users of care services including statutory responsibilities for LINks involvement networks covering health and care services

5.6.3 Partnership working with the National Health Service and Primary Care Trust, including decision-making at the Hounslow Health and Social Care Partnership Board and work to improve the health and well-being of the population

5.6.4 The Council's interests in wider health and care provision, including

(a) provision by the independent sector;

(b) the role of 'Lead Member for Adult Care Services' as described in statutory guidance;

(c) any health-related functions exercised on behalf of a National Health Service body under Section 31 of the Health Act 1999 insofar as they relate to adults; and

(d) inter-agency co-operation.

5.6.5 The above functions incorporate:

(a) adult care services for those with

- frailty due to age or infirmity
- learning disabilities
- physical disabilities
- sensory needs
- mental health problems
- HIV/AIDS and/or drug or alcohol problems;
(b) arrangements for those incapable of conducting their own affairs because of mental disability;

(c) assessment and care management services;

(d) home care, residential and day care services;

(e) the development of Older People Resource Centres;

(f) arrangements for direct payments to those who wish to manage the purchase of their own care services;

(g) welfare transport to assist provision of care services;

(h) home meals services for vulnerable people;

(i) discretionary services under welfare legislation;

(j) arrangements for ensuring good customer access to information on adult care services and to assessments where appropriate;

(k) assistance for adult asylum seekers and their dependants;

(l) the Drug Action Team and drug and alcohol services (in consultation with the Lead Member for Housing and Community Safety);

(m) supported housing services (in consultation with the Deputy Leader and the Lead Member for Housing and Community Safety);

(n) overseeing and directing officer work in relation to securing and retaining nursing home provision within the Borough;

(o) statutory complaints services for adult care (in consultation with the Deputy Leader);

(p) workforce strategy and development in relation to adult care including joint workforce development with the independent sector and joint services with the NHS (in consultation with the Lead Member for Finance);

(q) as Lead member 'Older People's Champion' furthering the Council's commitment to the involvement of older people in decision-making where appropriate;

(r) performance improvement of adult care services;

(s) commissioning and providing services to adults entitled to help to maintain their health and independence; and

(t) ensuring that families with social care needs experience a 'joined-up' service.

5.6.6 Joint responsibility with the Executive Member responsible for Health and Social Care for Supporting People services
5.7 **Executive Member for Corporate Services and Deputy for Education and Children**

The scope of this portfolio is concerned with leadership, strategic planning and development, partnership working and decision making within the following policy and service areas

5.7.1 Deputy Lead Member for Education and Children's Services, supporting the Executive Member for Education and Children's Services on specific topics and projects delegated by the Executive Member for Education and Children's Services.

5.7.2 Legal and Governance Services including:

(a) electoral services and electoral registration;
(b) the local Land Charges Service;
(c) the registration of births, deaths and marriages and other civil ceremonies;
(d) responsibility for all matters in relation to the Community Legal Service in the Borough;
(e) services for Members of the Council;
(f) arrangements for civic ceremonies and matters concerning the Mayoralty;
(g) custody of the Borough Coat of Arms, including the determination of applications for its use;
(h) proposals to vary the boundaries of the Borough and electoral divisions, wards and polling districts;
(i) the Council's interest in international work, including town twinning and European matters;
(j) National Lottery matters, including liaison with the various lottery boards and bids for funding (where not otherwise within the portfolio of another Executive Member);
(k) to determine procurement appeals for Council contracts let under the Public Contracts Regulations 2006;
(l) tourism and visitor management; and
(m) an Arts Strategy for the Borough (in conjunction with the Lead Member for Leisure).

5.7.3 The implementation of public safety measures and the Council’s Emergency Plan, in accordance with prevailing national guidance, and the Council’s relationship with the local Fire Service and the London Fire and Emergency Planning Authority.

5.7.4 Acting as 'Historic Environment Champion' as understood by regional and national agencies.
5.8. **Executive Member for Housing and Community Safety**

The scope of this portfolio is concerned with leadership, strategic planning and development, partnership working and decision making within the following policy and service areas:

5.8.1 **Community Safety**

This is a cross cutting portfolio that will involve working alongside other Executive Members who have primary responsibility for Council services that impact on community safety work. The scope of this portfolio is concerned with leadership, strategic planning and development, partnership working and decision making within the following policy and service areas:

(a) to lead the delivery of the Hounslow Community Safety Partnership’s strategic vision of ‘making Hounslow a safer place for those that work, visit or live in the borough’;

(b) responsibility for oversight of the Community Plan theme ‘A Safer, Stronger Community’ and of the Safer, Stronger Block of the LAA;

(c) leading the co-ordination of the work of Hounslow Community Safety Partnership and its statutory responsibilities as outlined in the Crime and Disorder Act 1998, and the Police and Justice Act 2006;

(d) discharging the Council’s responsibilities to increase the scope of Section 17 of the Crime and Disorder Act 1998, (the ‘mainstreaming’ of crime reduction) to include anti-social behaviour and substance misuse;

(e) leading Hounslow Against Racial Harassment partnership and Service User Forums and legal obligations under the Race Relations Act and matters relating to race relations;

(f) supporting initiatives designed to reduce crime, anti-social behaviour, the fear of crime and substance misuse in the borough through the following priority areas:
   - Domestic Violence
   - Drugs and Alcohol
   - Anti-Social Behaviour
   - Burglary Reduction
   - Town Centre Crime Reduction
   - Homophobic Crime
   - Race Crime
   - Youth Crime
   - Priority Crime

(g) oversight of the implementation of:
   - The Prolific and Priority Offender Strategy
   - The Resettlement Strategy
   - Alcohol Free Zones in Hounslow
   - Co-ordination of Anti-Social Behaviour Action Groups

(h) to work alongside the Lead Member for Education and Children’s Services on leading the Youth Offending Service.
5.8.2 **Housing Matters**

(a) all social housing regeneration projects;

(b) options and policies to improve the quality of existing social housing to include physical condition, urban design and potential for redevelopment (in conjunction with the Lead Member for Environment and Planning);

(c) the Housing Regeneration Programme;

(d) the Housing Revenue Account Business Plan and response to changes to the Housing Revenue Account subsidy system;

(e) the Housing Revenue Account capital and revenue budgets;

(f) the performance of and management of Hounslow Homes, the Council’s Arms Length Management Organisation;

(g) proposals for the redevelopment of housing estates;

(h) policies and relationships with the Council’s leaseholders;

(i) policies to promote the participation of tenants in the management of the Council’s owned housing stock.

5.8.3 **Liaison with Brentford Football Club on behalf of the Council**
5.9 Executive Member for Leisure

The scope of this portfolio is concerned with leadership, strategic planning and development, partnership working and decision making within the following policy and service areas:

5.9.1 Responsibility for the integration of cultural services provision across Hounslow and development of appropriate leisure strategies involving the public, private and voluntary sectors. Oversight of the client and commissioning arrangements for leisure and culture including the development of:

(a) the library service, including the local archives:
   • Thomas Layton Trust;
   • schools library service;
   • outreach library service to Feltham Young Offenders; and
   • local studies and local history.

(b) leisure services and active lifestyles, linking with Health agencies and providers:
   • sports and active recreation;
   • sports centres and facilities;
   • community halls; and
   • sports development and community participation.

(c) parks and open spaces:
   • nature conservation and ecology;
   • conservation of the natural and historic landscape and trees;
   • management of allotments;
   • promotion of events and activities;
   • heritage sites; Chiswick House Gardens, Gunnersbury Park Estate, Boston Manor House, Cranford Park and Bedfont Lakes County Park; and
   • Urban Farm.

(d) the arts, and cultural services, including museums and galleries:
   • performing and visual arts
   • museums and galleries,
   • conservation and interpretation of local history and heritage.

(e) children’s play including fixed and mobile play and holiday provision

(f) overseeing the council’s preparation for the 2012 Olympics

(g) cemeteries, burials and public health funerals – including closed churchyards.
Executive Member for Service Improvement

The scope of this portfolio is concerned with leadership, strategic planning and development, partnership working and decision making within the following policy and service areas:

(a) oversight of the Council’s Performance Management Framework, including:
   • leading the Council's external inspection and regulation;
   • engagement with the Audit Commission through the Relationship Manager;
   • corporate reviews, performance statistics and all aspects of the Council’s efforts to secure improvements in quality in its services, cost improvements and external accreditation and recognition; and
   • responsibility for overseeing changes required by external bodies such as government and the Audit Commission to performance management regimes.

(b) leading on strategies for consultation and engagement with local people using activity such as carried out through the Residents' Panel, to help plan and improve Council services and influence the services provided by others;

(c) leading the consultation on and implementation of appropriate government legislation on the functioning of local government;

(d) liaison with external bodies such as IDeA and Capital Ambition to secure support and learning about best practice for the Council;

(e) leading on Community and Voluntary Sector development including:
   • Encouraging effective engagement and capacity building with the voluntary and community sector;
   • Supporting community regeneration initiatives that will improve the quality of life of the residents of Hounslow;
   • Involvement of the voluntary and community sector in the strategic planning of services, where appropriate, in conjunction with the Leader;
   • Development of the Hounslow Compact, in conjunction with the Community Sector to include local standards for funding and procurement and consultation;
   • Ensuring that funding opportunities exist for quality services meeting council priorities as outlined in the Corporate Grants Strategy;
   • Supporting a grants structure that promotes independence and sustainability in all voluntary and community organisations; and
   • Ensuring the efficient administration and monitoring of Council funding to the voluntary/community sector in Hounslow and supporting organisations to access London Councils Grant.

(f) leading the council's Disability Advisory Committee and disability matters;

(g) in conjunction with the Leader of the Council, leading the delivery of efficiency in council services, improved performance, greater value for money, and a lower council tax, through strategic development of the ‘Right Sizing’ agenda;

(h) in conjunction with the Lead Member for Finance, responsibility for a well trained, motivated and high performing staff group; and

(i) leading on managing population and other census information.
The Lead Member and Chief Officer identify a key issue for decision and determine the date by which the decision must be reached.

Details of the decision in question are submitted for inclusion in the Forward Plan at least four months before the proposed decision date.

The relevant report is drafted identifying both the proposed decision date and whether it is intended to take the decision under the Lead Member's delegated powers or collectively at an Executive Public Meeting.

The draft report is submitted to the Corporate Management Team at least four weeks prior to the proposed decision date.

Following CMT the Leader of the Council, the Leader of the Community Group and the Chief Executive will approve the list of items to be dealt with under delegated authority and the list of items for inclusion on the next Executive Public Agenda. At the same time they will refer the matters to the Overview and Scrutiny Committee for consideration.

Draft versions of all reports (whether destined for delegated decision or the Executive Public Agenda), incorporating amendments emanating from the CMT meeting, will be circulated to Executive Members for their comments in advance of publication on the Council Website.

If a key decision is being dealt with under delegated authority the report will be published at least 5 working days before the due decision date.

The Lead Member will sign the delegation form on the due date approving the recommendations in the report.

The delegated decision will be confirmed on the Council's website within 48 hours.

The delegated decision cannot be implemented for 5 working days after it is taken to allow time for the Overview and Scrutiny Committee to exercise its right of "call-in" should it wish to do so.

If a key decision is being submitted to the Executive (Public) meeting for approval the relevant report will be published at least 5 working days before the meeting.

The decision of the Executive will be confirmed on the Council's website within 48 hours.

The decision of the Executive cannot be implemented for five working days after it is taken to allow time for the Overview and Scrutiny Committee to exercise its right of "call-in" should it wish to do so.