SECTION 2 – EXECUTIVE DECISIONS

2.1 Membership of the Executive

2.1.1 Membership of the Executive shall be determined in accordance with Article 7 of Part 2 of the Constitution and in accordance with the Executive Procedure Rules set out in Part 4 of the Constitution.

2.2 Responsibility for Executive Decisions

2.2.1 Individual members of the Executive shall have responsibility for executive decisions and functions in the areas set out below, subject to the Executive Procedure Rules set out in Part 4 of the Constitution.

2.2.2 Excluded from the responsibility of members of the Executive are all decisions and functions which, by law, may not be taken or exercised by the Executive. These are set out in sections 3, 4 and 5 of this part of the Constitution. However, the Executive Councillor shall retain responsibility for the overall delivery of service in these areas, ensuring that a satisfactory service is provided and that performance indicators are set and achieved.

2.2.3 In some cases responsibilities given to an Executive Councillor will overlap with those of other executive councillors. Any clarification required will be determined by the Leader.

2.2.4 Certain aspects of services within the remit of an Executive Councillor are the responsibility of other agencies and, in these cases, the Executive Councillor shall take the lead in working in partnership with other agencies. This includes responsibility for making the Council’s contribution to local, regional and national plans, policies and strategies formulated by other bodies or by joint bodies in which the Council participates, to the extent that this function may be exercised by the Executive.

2.2.5 Responsibilities given to executive councillors shall be exercised within the context of the Council’s budgetary and policy framework.

2.3 The Leader and Executive Councillor for Strategy and External Partnerships

2.3.1 The Leader shall be responsible for exercising functions on behalf of the Executive in the circumstances set out in the Council’s Executive Procedure Rules in Part 4 of this Constitution.

2.3.2 The Leader shall have the power to determine which Executive Councillor shall have responsibility for the exercise of executive functions in cases of doubt or in cases for which provision has not been made in the Constitution. Where the Leader decides to lead, or to co-ordinate work with one or more Executive Councillors, or take decisions on a matter within another executive portfolio (e.g. a major project), it will be identified in the Forward Plan.
The development, implementation and monitoring of the Council’s plans, policies and strategies relating to:

- corporate objectives, policies and strategies of the Council subject, where necessary, to the approval of the Council and excluding those objectives, policies and strategies which are the responsibility of another Executive Councillor
- programmes which give direction to, and co-ordinate, the implementation of the Council's corporate policies and priorities.
- the need for, and the development of, new services and policy not within the terms of reference of other Executive Councillors
- matters falling substantially within the Terms of Reference of more than one other Executive Councillor, where not otherwise delegated.

The exercise of the Council’s functions and the delivery of services including:

- Strategy and Partnerships - including the devolution Combined Authority, City Deal, and the expansion of joint working with other councils, the Universities and other partners
- All matters concerning national local government associations and corporate projects with Government, including council-wide bids for resources
- The giving of any guarantee or incurring of any other commitments not specifically referred elsewhere
- The exercise of compulsory purchase powers except where these are allocated to Executive Councillors relating to their portfolio responsibilities.
- Ensure that the climate emergency is considered in all initiatives in their portfolio and ensure their portfolio contributes towards Cambridge becoming a zero carbon city

The development, implementation and monitoring of the Council’s plans, policies and strategies relating to:

- Data protection and freedom of information.

Functions and Services
The exercise of the Council's functions and the delivery of services in respect of the areas listed in Paragraph 1 including, by way of illustration:

Corporate And Other Services

- The Independent Complaints Investigator Service
- The Council's emergency planning functions
- Democratic Services
- Other responsibilities which do not fall within the remit of another Executive Councillor.
Civic functions (insofar as these are not within the remit of the Civic Affairs Committee)

- Matters relating to the democratic functions of the Council, including
  - The mayoralty
  - Civic hospitality and town twinning and other partnerships with local authorities overseas
  - Relationships, including the appointment or nomination of Council representatives, with outside organisations not directly related to the programme area of any committee or other Executive Councillor.

2.4 Deputy Leader

2.4.1 The responsibilities of the Deputy Leader are set out in the Executive Procedure Rules in Part 4 of this Constitution.

2.5 Executive Councillor for Finance and Resources

2.5.1 Strategic control of the use of the financial resources of the Council, (subject to the necessary financial approvals of the Council) Treasury Management including for the Housing Revenue Account Insurance and banking services

The approval of Council contributions towards projects being funded from the National Lottery
Supervision of the borrowing of money and management of the Council's cash flow
Management of other income and specific reserves
Other detailed financial management matters, including the writing off of debts except where the responsibility of the Executive Councillor for Housing Collection and management of Council Tax, National Non-Domestic Rates and Housing Benefit.

Strategic information technology issues, information technology projects which either have implications for the Council as a whole or which fall significantly within the remit of more than one Executive Councillor.

- corporate implementation of improvements and efficiency reviews, and the development and monitoring of core performance indicators and targets
- Business Transformation-internal service reviews and responsibility for leading plans, where not otherwise delegated, for new externally facing shared services, trusts, service reviews and joint projects involving other councils and organisations. The creation of new external shared services, or joint structures including trusts and joint projects with other councils and organisations which involve the responsibilities of more than one other Executive Councillor
- Corporate and support services as exemplified under “Functions and Services” below.
• Procurement (at a strategic level - oversight of individual procurement exercises will remain with the portfolio-holder for the relevant service area).
• The policy and management of moorings
• Ensure that the climate emergency is considered in all initiatives in their portfolio and ensure their portfolio contributes towards Cambridge becoming a zero carbon city

Trading Services

• Council strategy to expand trading activities and additional income generation opportunities, including responsibility for those which do not fall within the remit of another Executive Councillor

Customer Services and ICT

• Delivery of quality customer services and the customer access centre
• Corporate telephony and IT systems to support joined up customer service delivery.
• The delivery of front line services to Council customers through the Council’s reception areas and telephone services
• Council’s evolving digital strategy and the benefits it will deliver for residents, and also to staff in helping them do their jobs better and more easily

Property Matters

• Leadership on corporate and cross-portfolio major capital projects and oversight of the council’s overall capital programme, including the development, redevelopment, change of use or other major change to land or property owned by the Council considered by the Chief Executive to be major, significant or sensitive in terms of the Council's policies and priorities.
• Any realisation of assets programme which may be considered necessary to generate capital receipts for the Council.
• The approval of any proposal to re-allocate land between functions and any formal appropriation of land or property from one purpose to another.
• Management of all land and buildings held by the Council, except for:
  o property in use for specific operational purposes which fall within the responsibility of another Executive Councillor
  o those parts of council sites developed for housing including new council housing, and dwellings held within the Housing Revenue Account and land held by the Council for housing purposes used for or in connection with the provision of facilities or amenities for local tenants or residents, which shall be the responsibility of the Executive Councillor for Housing.
• The acquisition (by purchase or lease) of property by the Council.
• Management of the Council's office accommodation
• The Council's Land Charges service.

Shared Services and Service Reviews, and Employee and Management Matters
To be responsible for:

- corporate service reviews and other efficiency and effectiveness reviews which involve the responsibilities of more than one other Executive Councillor, or have not been otherwise delegated.

- the performance of corporate and other shared services in meeting financial performance objectives in business plan, except that responsibility for operational matters in relation to non-corporate shared services shall be the responsibility of the appropriate other Executive Councillor.

To establish, monitor and ensure funding for Council-wide employment and training and apprenticeship policies and delivery

- To comply with all relevant employment legislation and the Council's corporate strategy, policies and objectives.
- To exercise strategic control of, and agree policies for, the use of the staffing, property and information technology resources of the Council.
- To co-ordinate and monitor the arrangements for employee Health and Safety at Work
- To oversee the provision of professional and central support services, including:
  - Corporate human resources support and information including training
  - Financial services
  - Legal services.

The relevant exercise of compulsory purchase powers.

2.6 Executive Councillor for Housing

2.6.1 Plans, policies and strategies

The development, implementation and monitoring of the Council's plans, policies and strategies relating to:

- The provision of housing in the City, including the Council's Housing Investment Programme and the construction of new council homes
- The provision and management of housing accommodation and associated services under the Housing Acts, including the approval of the Housing Revenue Account and the fixing of rents for Council dwellings and garages
- The Council's responsibilities towards homeless people and people in housing need, including lead responsibility for city centre homelessness working with appropriate Executive Councillors in relation to their relevant responsibilities
- The Council's responsibilities in respect of private sector housing
- The Council's responsibilities in respect of social housing and Registered Providers
- The Council's responsibilities for residential caravan sites and travellers.
• Ensure that the climate emergency is considered in all initiatives in their portfolio and ensure their portfolio contributes towards Cambridge becoming a zero carbon city

**Functions and Services**

The exercise of the Council’s functions and the delivery of services in respect of the areas listed in above including:

• The improvement and maintenance of dwellings and associated facilities funded from the Housing Revenue Account.
• The management of the Housing Revenue Account, including debts owed to it by tenants and former tenants, working with the Executive Councillor for Finance and Resources on their overall treasury management responsibility.
• The making of loans for house purchase and improvement.
• The giving of aid and advice in respect of housing.
• The Council's powers and responsibilities under homelessness legislation.
  The powers and responsibilities of the Council in relation to private sector housing, including enforcement of standards and allocation of grants.
• The exercise of compulsory purchase powers.
• Liaison with, and funding of, Housing Associations and other relevant outside bodies and agencies in pursuance of the housing objectives of the Council.
• Formulating and implementing programmes of environmental improvements in housing estates or other land falling within the Housing Revenue Account.
• The freehold or leasehold disposal of land or property and the terms for disposal, except for Right to Buy dwellings sold under the Housing Act 1985, properties in shared equity schemes and other land or property held for housing purposes or for the provision of facilities and amenities for local residents or tenants.

The relevant exercise of compulsory purchase powers.

### 2.7 Executive Councillor for Climate Change, Environment and City Centre

2.7.1 The Executive Councillor shall be responsible for the exercise of Executive functions in the areas listed in this section.

**Plans, policies and strategies**

The development, implementation and monitoring of the Council’s plans, policies and strategies relating to:

• Waste management and recycling.
• Environmental Health and licensing (excluding those functions which are the responsibility of the Executive Councillor for Housing or Licensing Committee).
• City strategies including on the city centre, economic development and training, tourism, and partnerships with the Universities.
• Climate change
• Ensure that the climate emergency is considered in all initiatives in their portfolio and ensure their portfolio contributes towards Cambridge becoming a zero carbon city

The Council’s responsibilities for food and occupational safety i.e.
• Food hygiene and safety
• Health and safety
• Drinking water
• Sale of game
• Control of infectious diseases
• Acupuncture, tattooing, ear piercing and electrolysis.

Functions and Services
The exercise of the Council’s functions and the delivery of services including

• Co-ordinating work by all Executive Councillors and Committees on Climate Change (environmental considerations to specifically include Climate Change)
• Contaminated land; radioactive substances
• Refuse collection, waste disposal and recycling
• Monitoring and control of water, air and noise pollution, including lead for the Council on reducing air pollution in the city centre from vehicles
• Control of pests and nuisances
• Street trading, subject to compliance with the planning policy framework set by the Executive Councillor for Planning Policy and Transport
• Markets
• Tourism policy, including work with the Destination Management Organisation (DMO)
• City Centre Management and working with the Business Improvement District (BID)
• Hackney carriage and private hire vehicles
• Fleet management.
• Neighbourhood enterprise co-ordination
• streets cleansing and maintenance
• public toilet provision
• environmental enforcement
• control of dogs and other animals and all matters concerned with animal welfare

The relevant exercise of compulsory purchase powers.
2.8 Executive Councillor for Planning Policy and Open Spaces

2.8.1 Plans, policies and strategies

The development, implementation and monitoring of the Council’s plans, policies and strategies relating to:

- Land use planning, including implementing the submitted Local Plan and developing local planning briefs and supplementary planning guidance, and the development of future planning policy including the Joint Local Plan, working with South Cambridgeshire District Council and other partners
- Conservation and urban design, and the sustainability of new development
- Tree strategy.
- Open spaces, nature reserves, parks, recreation grounds, commons and closed churchyards, allotments, rivers and other water recreation areas
- Training, information, advice and other means to improve employment opportunities and access to employment
- Inclusive access including for all ages, people with disabilities and ethnic minorities in Cambridge
- Biodiversity
- Ensure that the climate emergency is considered in all initiatives in their portfolio and ensure their portfolio contributes towards Cambridge becoming a zero carbon city

It also includes responsibility for making the Council’s contribution to local, regional and national plans, policies and strategies formulated by other bodies or by joint bodies in which the Council participates.

Functions and Services

The exercise of the Council’s functions and the delivery of services including

- Development control and building control services through the development and management of shared services, and leading on all operational matters and improvement in relation to planning and building control
- Optimising additional income and infrastructure funding generated by new development
- Powers of compulsory purchase relating to the areas listed in Paragraph 1
- The Council’s statutory responsibilities for drainage and sewerage.
- Open Space maintenance
- play facilities
- recreation grounds including park paddling pools/splash pads
- allotments
- closed churchyards
- commons, nature reserves, parks and open spaces
- rivers and other water recreation areas, adopted watercourses and drainage, including work with the Cam Conservators and the Council’s Conservator representatives
- events on public spaces
nature conservation
- environmental improvement programme management
- Biodiversity
- Tree management and planting except for those under housing management which are within the remit of the Executive Councillor for Housing
- Capital expenditure on the public real including relevant s106 budgets

The relevant exercise of compulsory purchase powers.

N.B. In discharging responsibilities relating to the formulation and issue of planning briefs and planning guidance, the Executive Councillor should seek to consult the appropriate Committee.

2.9 Executive Councillor for Communities

2.9.1 Plans, policies and strategies

The development, implementation and monitoring of the Council’s plans, policies and strategies relating to:

- The local welfare and community development needs of all neighbourhoods throughout the City.
- The provision, promotion and development of policies and programmes to provide children and young people to play and participate in community life, including providing direction and advice to other committees of the Council in pursuance of these aims; the provision and promotion of leisure, sporting, artistic and cultural activities
- Anti-poverty initiatives and the Sharing Prosperity Fund, including the powers and duties of the Council in respect of issues relating to tackling inequality and the provision of opportunities for individuals and communities in the City to overcome disadvantage
- The provision and promotion of advice relating to citizens’ legal rights and responsibilities, social security benefits, money management, employment and immigration
- Supporting the Leader in the delivery of Equalities initiatives, and measures to tackle discrimination.
- Detailed oversight of race equality, disability equality and equal opportunity in service delivery and Council policy
- Ensure that the climate emergency is considered in all initiatives in their portfolio and ensure their portfolio contributes towards Cambridge becoming a zero carbon city

Functions and Services

The exercise of the Council’s functions and the delivery of services including...
• The powers and duties of the Council in respect of children's activities and youth facilities
• Community strategy including the powers and duties of the Council in respect of opportunities for individuals and communities in the City including:
  o education and self-development
  o play programmes
  o artistic, cultural, sporting and leisure activities and entertainments
  o the provision, maintenance and management of places of public entertainment, sport and recreation (including the Guildhall Halls)
  o council owned or operated community facilities
  o museums and art galleries
  o the Council's responsibilities for public health, working with the county council and health services.
  o health promotion

• Cemeteries and crematoria
• Public art
• Council communications and consultation strategy and delivery, including the Council’s website

Progressing the objectives set out in this section by:

• direct provision
• grant aid and other financial assistance to voluntary sector and other agencies
• partnership, joint work and liaison with public, private or voluntary sector organisations, including community and joint use agreements, community primary school agreements and support for national lottery projects
• regenerating and encouraging the development of community life and enabling local communities to take action on their own behalf
• giving advice and guidance to other Executive Councillors and committees of the Council on community engagement addressing, in particular, the needs of those experiencing social or economic inequality
• advocacy.

The relevant exercise of compulsory purchase powers.

2.10 Executive Councillor for Transport and Community Safety

2.10.1 Plans, policies and strategies

The development, implementation and monitoring of the Council’s plans, policies and strategies relating to:

• Lead on city council contribution to transport projects impacting on Cambridge
• Public transport and congestion plans including bus services and bus shelters, and role of rail and Metro proposals
- County Council roads, pavements and cycle route issues including maintenance and road safety

**Functions and Services**
The exercise of the Council’s functions and the delivery of services including

- Schemes to provide better travel facilities for people with disabilities
- work with the County Council on street lighting
- Cycling including secure cycle parking
- Parking and off-street parking, working with the County Council to improve the integrated management of parking and policy
- Council lead on Cambridge Joint Area Committee
- GCP Assembly Member
- Member for the Council on the Combined Authority Transport Committee
- **Lead on Community Safety and policing** – Council representative on the Community Safety Partnership and city policing priority setting, responsibility for the CCTV system, work and regular meetings with Cambridge police, the Police and Crime Commissioner, work with Lead Councillor on Community Safety who is expected to be the Council’s representative on the Police and Crime Panel.
- Ensure that the climate emergency is considered in all initiatives in their portfolio and ensure their portfolio contributes towards Cambridge becoming a zero carbon city

Progressing the objectives set out in this section by:

- direct provision
- grant aid or other assistance to voluntary bodies and external organisations
- partnership delivery.

The relevant exercise of compulsory purchase powers.