



London Councils Political Conventions

June 2019

London Councils Conventions

1 Background

Ways of working at London Councils are designed to maximise the opportunities for advancing the collective interests of London local government and the communities and Londoners it represents.

Accordingly, London Councils seeks to operate on a cross party, consensual basis as a legitimate voice of those representing and leading localities across London. It seeks to reach broadly agreed positions on policy so as to maximise its impact in seeking to influence Government, the Mayor and Greater London Authority, other public services and the wider public debate on key issues,

In seeking to reach those broadly agreed positions, however, London Councils recognises the right to diversity; there is more than one correct response to many issues and member councils have the right to respond to the needs of their communities in different ways. Difference must be respected and minority views must be able to be heard within London Councils. It follows that member councils will seek to avoid criticising other individual member councils in the course of normal London Councils business.

London Councils will seek to find solutions to problems by discussion; it will endeavour to avoid styles of debate which assume that opposing views are incorrect because of their source.

2 Governance Structure of London Councils

There are three principal joint committees that come under the aegis of London Councils:

Leaders' Committee:

- London Councils is a joint committee set up in pursuance of arrangements made under section 101 (5), 101 (5B), 102, 111, 112, 113, 141 and 142 Local Government Act 1972; section 1 Local Authorities (Goods and Services) Act 1970; section 20 Local Government Act 2000 and the Local Authorities (Arrangements for the Discharge of Functions) Regulations 2000.
- The Leaders' Committee is London Councils' main decision-making body. The Committee includes the Leaders of each London borough council and the Chairman of the City of London's Policy and Resources Committee. It is chaired by the Chair of London Councils.

Transport and Environment Committee (TEC):

- The London Councils TEC is a joint committee set up in pursuance of arrangements made under sections 73 and 74 Road Traffic Act 1991 (as amended by section 283 Greater London Authority Act 1999), sections 101(5) and 101(5B) and 102 Local Government Act 1972, section 20 Local Government Act 2000, the Local Authorities (Arrangements for the Discharge of Functions) Regulations 2000, the Local Authorities (Goods and Services) Act 1970
- TEC is responsible for a range of operational services such as London Tribunals, the London Lorry Control Scheme, the Freedom Pass and Taxicard schemes. TEC aims to ensure that London boroughs' concerns and best practice are taken fully into account in the development and implementation of a range of transport and environment policies generated by Government departments, the European Union and the Mayor of London.

Grants Committee:

- The London boroughs have delegated to London Councils the functions specified in section 48 (10) of the Local Government Act 1985 (Grants to Voluntary Organisations). The London Boroughs Grants Committee is required to submit a proposal for reviewing the needs of Greater London to London Councils Leaders' Committee for approval each year.
- The Grants Programme is funded and governed by the 32 London Boroughs and the Corporation of London. Leaders' Committee sets the overall funding strategies, policies and priorities for grants to voluntary organisations. Decisions on individual commissions, funding of applications and operation are made by the Grants Committee¹.

Each of the three joint committees also has a separate Executive – comprised of a smaller number of its membership – in order to provide strategic direction to the work.

The terms of reference for each of the joint committees and their respective Executives are set out in Appendix A.

The Leaders' Committee Executive allocates a number of Lead Member roles to provide political leadership in key policy and service areas. These lead members work with shadow portfolio holders from the other political groups that are different from that of the lead member. The role profiles for Executive lead members and shadow portfolio holders are attached at Appendix B.

¹ The Common Council of the City of London is the designated Council in accordance with the requirements of Section 48 Local Government Act 1985

Lead members will, from time to time, convene discussions with shadow portfolio holders on key issues to help determine agreed positions and actions. They will also, from time to time, engage with all relevant borough portfolio holders on issues of current interest.

Representation of Employer Interest

In addition, London Councils is the host for the Regional Employer machinery. This comprises:

The Employers side of the Greater London Provincial Council (GLPC) - a joint forum comprising employer and employee representatives with delegated authority to act on behalf of the authorities covered by the London Agreement.

The purpose of the GLPC is to consult on, negotiate and determine regional agreements and/or advice on behalf of the authorities and their employees, including the resolution of differences and disputes directly concerning the interpretation of regional agreements.

The Greater London Employment Forum (GLEF) – which is a joint forum comprising representatives of the London authorities within the scope of the London Agreement and the Corporation of London. The purpose of the GLEF is to provide a forum where London employer and employee representatives can meet to discuss and debate employment matters of concern to the London authorities and their workforces and, where appropriate, recommend areas/opportunities for regional agreement and working.

3 Office Holders

London Councils' constitution provides for five elected officers:

- Chair
- Deputy Chair
- (Up to) 3 Vice Chairs

The office holders for the Executives of TEC and Grants are comprised as follows:

- Chair
- (Up to) 3 Vice Chairs

Elected officers and the members of joint committee Executives are expected to pay particular attention to establishing – on a consensual basis – and then advancing the common positions of London Councils. Collectively, they will also take a particular responsibility for providing guidance, support and challenge to the overall direction of the work of managing the organisation that is being led by officers.

4 Reflecting Party Political Proportionality

The elected officers of London Councils – including the Chair – are elected by the Annual General Meeting of London Councils. Similar procedures are followed in respect of the AGMs of TEC and Grants. The constitution provides for a broad reflection of the respective strength of political parties represented on the joint committee in the election of elected officers. This does not preclude one or more of the roles being undertaken by a representative in a way that does not formulaically reflect the distribution of political groups on the joint committee.

The allocation of places on Executives is informed by overall party proportionality on the joint committee but, again, is not absolutely determined by it in a formulaic way. Once the new political balance of the joint committee is known, it is for the parties to discuss their preferred way to reflect that principle.

5 Attendance at meeting of Executives

Other than for 'exempt' items, meetings of Executives – as with joint committees – are held in public.

In terms of attendance by members at the meeting and ability to speak, Party Group Whips are entitled to attend and speak, but are not formal members of the Executive and do not have voting rights.

6 Substitutes

Boroughs are able to nominate substitutes for meetings of 33 member forums.

Executives are different as members are not primarily representing their own authority when sitting on Executives. So, substitution for Executive members are via party groups, where relevant, not via the authority of the member unable to attend Executive. This is further reinforced by the fact that Executives are sub-committees of their 'parent' committee and, as such, substitutes must be appointed by the parent committee. This can be done at any time, but normally substitutes are appointed for the year at the respective AGM's with the first call being on Group Whips.

7 Determining Work Plans and Priorities

The Joint Committee Executives will formulate work plans that will be shared with the Joint Committees. The Chair of London Councils will, on an annual basis, meet with lead members on the Executive and their shadow lead spokespeople to inform priorities and the business plan for that particular portfolio area. Leaders' Committee also agrees a series of pledges that Leaders of councils commit to act on and will seek London Councils support on.

8 Arrangements around the time of the London Borough Elections

During the year of the London Borough Elections, in the period between the start of election purdah and polling day when meetings are not normally taking place, the day-to-day direction of London Councils will be managed by the Chief Executive² using the Urgency Procedure (Standing Order 19.1, whereby two 'elected officers' – one of whom will be from a 'minority party - are needed to confirm an officer recommendation).

In the period between polling day and the Annual General Meeting of London Councils, Standing Order 19.2 is operative, and the Chief Executive takes action having consulted 'as appropriate'.

9 Working with the Mayor of London and the GLA

In many of the policy and service areas that London Councils focuses on, there is a requirement to liaise with the Mayor of London and the Greater London Authority (note - – this latter reference is to the Authority – the organisation - not specifically the London Assembly). This will be achieved, in part, by lead Executive members and senior officers maintaining close contact with relevant City Hall contacts, including the Mayor, Deputy Mayors, Mayoral Directors and GLA officers. It will, however, also be achieved by representation on various Boards established by the Mayor, or the Mayor, London Councils and other partners jointly. London Councils political groups will normally seek, within the terms of the conventions about appointment to outside bodies (see below), to nominate relevant lead members and shadow portfolio holders to such Boards.

In addition, the joint work of the Mayor of London and London Councils is kept under review by a meeting of the Congress of all Leaders and the Mayor which meets twice a year. In addition, there is a Congress Executive that also meets twice a year comprising the following:

- the Mayor
- the London Councils Leaders' Committee Executive
- Chairs of the main four sub-regional partnership groups (Local London; Central London Partnership, West London Alliance and South London Partnership) if they are not already members of the Leaders' Committee Executive.

² London Councils Scheme of Delegations to Officers Section 1 (1)

At times, joint letters from London Councils portfolio holders with the Mayor, GLA and other bodies may be appropriate. When joint letters are agreed, these should be circulated to party groups for information in advance of despatch where possible.

10 Nominations to Outside Bodies

Nominations to outside bodies are delegated by Leaders' Committee to an appointments panel (the elected officers) which further delegates them to the Chief Executive, to be made within agreed guidelines and according to certain principles. Nominations are reported to the next subsequent meeting of the Executive. The guidelines/principles applied by the Chief Executive include:

- Consultation with the appropriate leading member
- Adherence to general political proportionality
- The 'Nolan' principles of public life
- Reflection of the diversity of London's councillors

London Councils aspires to reflect the broad balance of the party groups on Leaders' Committee in the distribution and of nominations to outside bodies. A report goes to the May meeting of the Executive each year to that end, with a status update on the London Councils nominated members to outside bodies.

The guidelines were refined in 2012 with a fresh set of principles agreed – see Appendix C.

11 Working with Sub-Regional Groupings

The majority of London boroughs are also members of sub-regional partnerships of councils within London. London Councils seeks to work in a mutually productive way with each of the partnerships, drawing upon their work, insight and intelligence to add value to its work on behalf of London local government as a whole. In addition, London Councils seeks opportunities for further devolution of power and resource to London local government – some of which it is appropriate to see managed on sub-regional geographic footprints.

These mutual relationships are essentially informal in nature. There is no separate, federal aspect to London Councils governance structures.

12 Working with the Local Government Association

Many member authorities at London Councils are also members of the Local Government Association and some elected members also play a role on behalf of the LGA. Whilst the two organisations are committed to working closely together on behalf of the sector overall and member councils, there is not a formal constitutional linkage. The LGA does not operate a federal structure.

The LGA Executive, however, provides for each of the Chairs of regional groupings of councils to be a member. Accordingly, the Chair of London Councils serves on the LGA Executive in that capacity and is briefed in respect of that role by London Councils officers. From time to time other informal briefings reflecting London Councils positions and London interests may be provided for leading members who are participating separately in LGA forums. Ordinarily, however, London Councils officers do not routinely brief London members who are engaged in LGA member forums.

13 Working with Advisers from London local government and professional groups

London Councils officers work closely with senior officers in London local government. In particular, they draw upon the resource of networks of senior professionals to add insight and weight to its work. London Councils also supports the work of a number of these networks. The networks are voluntary groupings of professional colleagues supporting one another in order to help them to do the best job they are able to do on behalf of their employing authorities. London Councils does not direct the work of these networks. It does, however, draw upon a number of individuals in such networks, in particular by appointing a number of 'Lead' Chief Executive advisers to work with it in a number of key policy areas. This is undertaken by the Chief Executive in consultation with the Chair of the Chief Executives London Committee. This specific aspect of the work of the Lead Advisor is within the framework of policies agreed by members.

14 Attendance at Ministerial Meetings

When meetings are held between London Councils and ministers, the convention is that an Executive member from each of the party groups – or, where appropriate, the shadow portfolio holder – is invited. Where it does not prove possible – because of short notice meetings and diary pressure for example, or a limitation on numbers by ministerial offices – all party groups will be asked to contribute comments in advance, receive the London Councils briefing and any read out from the meeting.

When London Councils is invited to join a London delegation to a ministerial meeting that has been arranged with or by the Mayor of London, effort will be made to seek to accommodate broader party group attendance beyond the relevant portfolio holder – which, of course, could come from different party groups in any case – or the Chair. There is a recognition, however,

that in practice this can be very difficult. London Councils will only be one third of the principals at such meetings – ministers and the Mayor, or relevant Deputy Mayor, making up the other two thirds – and securing multiple places at these meetings, frequently convened at relatively short notice, is often not possible. In those cases, similar provisions around prior consultation and reporting back will be followed as set out in the preceding paragraph.

Clearly, in either type of meeting, any and all London Councils representation will be there to present the collectively agreed position of the organisation and not the views of an individual party group, authority or individual portfolio holder. This is consistent with the broad role profiles of Executive members as set out at Appendix B.

15 Attendance before Parliamentary Select Committees/Assembly Committees etc

When a request is received to provide representation between a Parliamentary Select Committee, the Executive portfolio holder should be consulted first, followed by the shadow portfolio holders for the respective policy area. If such representation is not possible, officers should discuss alternative representation with the political advisers, including the possibility of officer representation. Again, the collectively agreed position of the organisation should be the basis of the evidence provided.

16 Support for Political Groups

A Political Group at London Councils is defined as one with two or more members of Leaders' Committee declaring themselves to be part of a particular political group.

Each Group is entitled to support from one Group Adviser. These are publicly funded posts and the postholders are employed by London Councils Ltd and not by individual party groups. The role of the Group Advisers is to serve and support London local government and London Councils as a whole. They primarily seek to do this by supporting the collective work of the respective London Councils political groups and their members.

The postholders are not politically restricted, but there are limitations placed on the political roles that Group Advisers can play if they hold elected office in London. These are as follows:

Post-holders will not be able to hold any leading positions as a councillor, including any executive role in an Administration, any shadow roles including Leader or Deputy Leader of other groups, shadow portfolio holder or chair of any scrutiny committee. London Assembly Members will also not be able to hold a political adviser role at London Councils

Group Advisers will be appointed by the Chief Executive of London Councils in consultation with the Leader of the relevant party group.

Each political Group Adviser has a small budget allocation to be used for their expenses such as conference accommodation/passes/catering, or a group awayday.

17 Mainstream staff of London Councils

London Councils is legally required to ensure that certain employees are politically restricted. These posts/employees are reviewed annually by the Corporate Management Board and posted on London Councils website.

London Councils typically has 30 posts which are politically restricted at any one time.

18 Public statements on behalf of London Councils

This is set out in the media protocol at Appendix D. All media work for London Councils is managed by the Press Team. The protocol for media clearance is predicated on Members of the Executive acting in the interests of London Councils overall and within collectively agreed policy parameters. The Chair and Executive, or leading members will develop lines which represent the agreed views of the organisation and not of a particular political group. Responses to emerging issues will also be developed with reference to the cross-party nature of the Executive.

Appendices:

- Appendix A – Terms of Reference for Leaders' Committee and Executive; Transport and Environment Committee and Executive; Grants Committee and Executive; Capital Ambition Board, Audit Committee; and Young People's Education and Skills Forum;
- Appendix B – Role profiles for Executive lead members and shadow portfolio holders;
- Appendix C – Nomination Principles 2012;
- Appendix D – London Councils Media Protocol

Appendix A

LONDON COUNCILS

COMMITTEE STRUCTURES

2018/19

- 1. Leaders' Committee:**
 - 1.1 Constitution
 - 1.2 Quorum
 - 1.3 Membership
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- 2. Executive**
 - 2.1 Constitution
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- 3. Transport and Environment Committee (TEC)**
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 - 4.1 Constitution
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- 5. Grants Committee**
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- 6. Grants Executive**
 - 6.1 Constitution
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- 7. Audit Committee**
 - 7.1 Constitution
 - 7.2 Quorum
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- 8. Capital Ambition**
 - 8.1 Constitution
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9. Greater London Provincial Council (GLPC)

- 9.1 Constitution
- 9.2 Quorum
- 9.3 Membership – Employers side and Union side
- 9.4 Terms of Reference

10. Greater London Employment Forum (GLEF)

- 10.1 Constitution
- 10.2 Quorum
- 10.3 Membership - Employers side and Union Side
- 10.4 Terms of Reference

11. Pensions CIV Joint Committee

- 11.1 Constitution
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- 11.3 Membership
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12. Young People's Education and Skills Board (YPES)

- 12.1 Purpose
- 12.2 Quorum
- 12.3 Membership
- 12.4 Terms of Reference

13. Fire Safety Members Group

- 13.1 Purpose
- 13.2 Quorum
- 13.3 Membership
- 13.4 Terms of Reference

14. Electric Vehicle Rapid Charging-Point Sub Group

- 14.1 Purpose
- 14.2 Quorum
- 14.3 Membership
- 14.4 Terms of Reference

1. Leaders' Committee

1.1 London Councils Leaders' Committee is a joint committee set up in pursuance of arrangements made under section 101 (5), 101 (5B), 102, 111, 112, 113, 141 and 142 Local Government Act 1972; section 1 Local Authorities (Goods and Services) Act 1970; section 20 Local Government Act 2000 and the Local Authorities (Arrangements for the Discharge of Functions) Regulations 2000.

Leaders' Committee is London Councils' main decision-making body. The Committee includes the Leaders of each London borough council and is chaired by the Chair of London Councils. Leaders' Committee sets policy and takes decisions on the latest developments affecting London local government.

1.2 Quorum

The quorum shall be one third.

1.3 Terms of Reference

- To consult on the common interests of the London Local Authorities and to discuss matters relating to local government
- To represent the interests of the London Local Authorities to national and local government, to Parliament, to the European Union and other international organisations and to other bodies and individuals, and to negotiate as appropriate on behalf of member authorities
- To formulate policies for the development of democratic and effectively managed local government including matters relating to Transport, the Environment and Grants.
- To provide forums for the discussion of matters of common concern to the London Local Authorities and a means by which their views may be formulated and expressed
- To appoint representatives or staff to serve on any other body
- To represent the interests of the London Local Authorities as employers
- To provide services to the London Local Authorities including the dissemination of information on local government and on other relevant issues
- To provide information to the public, individuals and other organisations on the policies of the London Councils and local government issues relevant to London
- To act as the regional body of the Local Government Association

2. Executive

2.1 The Executive is a sub-committee of Leaders' Committee (decision from Leaders' Committee 12/09/2006)

2.2 Quorum

The quorum shall be one third of, or the number nearest to one third

2.3 Terms of Reference

The Executive will:

- play an active role in giving effect to the policy direction already agreed by Leaders' Committee
- broker a London Councils' position on strategic issues for submission to Leaders' Committee
- agree routine consultation responses

- deal with internal staffing, finance and related matters, including best value
- consider items for Leaders' Committee in advance, and submit recommendations to Leaders' Committee
- have the power to refer any item within the remit of any Leaders' Sub-Committee, Forum or associated London Councils' joint Committee to the Leaders' Committee for discussion
- consider the annual corporate plan and budget before final approval by Leaders' Committee
- monitor performance of London Councils quarterly by reference to:
 - Financial and budgetary information
 - Progress on priorities set out in the business plan
 - Progress on key policy issues
- monitor performance of London Councils annually, by receiving staffing information
- act as the Appointments Committee
- receive reports on decisions taken under urgency procedures relating to the functions of Leaders' Committee, or any sub-committee or Forum of Leaders' Committee
- in the matter of pension considerations relating to London Councils Chief Executive, any decision (s) will be taken by an appointed three member sub-committee drawn from the Elected Officers of London Councils Leaders' Committee which has been set up for these purposes.

3 Transport and Environment Committee (TEC)

3.1 The Transport and Environment Committee (TEC) provides a range of high quality operational services such as parking and traffic appeals, the London night-time and weekend lorry ban, the Freedom Pass and Taxicard schemes. TEC aims to ensure that London boroughs' concerns and best practice are taken fully into account in the development and implementation of the whole range of transport and environment policies generated by Government departments, the European Union and the Mayor of London. The Committee deals with a wide array of issues.

3.2 Quorum

The quorum shall be one third of, or the number nearest to one third.

3.3 Terms of Reference

TEC is an associated joint committee of London Councils. When the Transport Committee for London (TCfL) became part of the then new Association of London Government in April 2000, there was a need to retain a separate identity because of the statutory involvement of Transport for London in the Committee's work for certain functions. Leaders' Committee agreed that TCfL should also undertake the role of the old ALG Transport and Environment panel and so the new Committee was renamed Transport and Environment Committee (TEC).

TEC is a statutory committee with specific responsibility for:

- Functions under the Road Traffic Act 1991 – including appointment of parking adjudicators and determining penalty charge levels and fees for declamping, vehicle recovery storage and disposal
- The provision of an independent appeals service for Parking on Private Land in England and Wales (POPLA)
- Operation of the TRACE service for locating towed-away vehicles
- Operation of the Health Emergency Badge scheme for medical practitioners

- Implementation and enforcement of the Greater London (Restriction of Goods Vehicles) Traffic Order 1985 (“The London Lorry Control scheme”)
- Travel concession arrangements under section 244 of the Greater London Authority Act 1999 – including negotiation of settlements with Transport for London, the Association of Train Operating Companies (ATOC) and independent bus operators
- Setting of fixed penalties, issuing of Codes of Practice and other functions under the London Local Authorities Acts 2004 and 2007
- Operation of the London Taxicard scheme

TEC also initiates and develops policies across a range of areas:

- transport policy issues (including road, rail and airports)
- environment issues (including air quality and biodiversity)
- trading standards and public protection issues
- waste issues

In considering transport and environment matters which have implications and relevance to Londoners, TEC aims to ensure that:

- The transport and environment needs of London are recognised and promoted
- The allocation of resources and the development of policies and legislation influenced to the best effect for London; and
- Borough interests (financial and otherwise) are represented and protected.

4 TEC Executive

4.1 The TEC Executive is a sub Committee of TEC

4.2 Quorum

The quorum of the TEC Executive is one third of, or the number nearest to one third

4.3 Terms of Reference

TEC agreed that all the executive functions of TEC should be delegated to the Executive Sub Committee with the exception of the following:

- election of committee officers;
- election of members of the sub-committee;
- agreement of budget;
- agreement of work programme;
- agreement of annual report;
- appointment of adjudicators;
- agreement of parking penalties;
- agreement to major changes in policy for the lorry ban;
- agreement to the annual concessionary fares scheme;
- agreement of the draft annual policy statement for agreement with the London Councils’ Leaders’ Committee; and
- consideration and agreement of major transport and environmental policy issues.

The TEC Main Committee as a whole will continue the role of considering and, where necessary, confirming the actions of the Sub Committee through consideration of the minutes of the Sub Committee and calling for other actions and reports as members. All

members of the Main Committee will receive the Sub Committee's agenda and will be welcome to attend Sub Committee meetings.

5 Grants Committee

- 5.1** The London Councils Grants scheme is funded and governed by the 32 London Boroughs and the Corporation of London. Leaders' Committee sets the overall funding strategies, policies and priorities for grants to voluntary organisations. Decisions on individual commissions, funding of applications and operation are made by the Grants Committee.

The constituent councils have resolved to delegate the function specified in section 48(10) Local Government Act 1985 (review of needs of Greater London) to London Councils from 1 April 2000 and shall submit, via the Grants Committee, a proposal for reviewing the needs of Greater London to London Councils for approval annually.

5.2 Quorum

The quorum of any meeting of the London Councils Grants Committee shall be one third of, or the number nearest to one third,

5.3 Terms of Reference

- To ensure the proper operation of the Grants Scheme for the making of grants to eligible voluntary organisations in Greater London
- To have due regard to the needs of Greater London in operating the Scheme and to keep those needs periodically under review
- To make recommendations to Leaders' Committee on overall policies, strategy and priorities
- To make recommendations to Leaders' Committee, and the constituent authorities, on the annual budget for the Grants Scheme
- To consider grant applications and make grants to eligible voluntary organisations
- To establish any sub-committees and other groups of Members it considers appropriate

London Councils Officers will:

- keep under review the needs of Greater London and report to the Grants Committee and Leaders' Committee from time to time on a strategy for collective grant giving devised with due regard to those needs
- draw up and submit for consideration and approval by the Grants Committee detailed criteria and policies for grant giving in the light of the agreed strategy
- prepare and submit an annual budget for consideration by the Grants Committee and London Councils by the end of November each year for the financial year commencing the following April. This budget shall include the costs of staffing, office and support services considered necessary to facilitate the effective and efficient operation of the Scheme, as well as expenditure proposals for grant aid to eligible voluntary organisations, and any contingency provision
- receive, assess and process grant applications from eligible voluntary organisations and report on them and make recommendations to the Grants Committee and/or any sub-committees it may establish.

- administer the payment of approved grants to eligible voluntary organisations and monitor the use made of such funding;
- convene and service meetings of the Grants Committee, its sub-committees and any other bodies established by it.

6. Grants Executive

6.1 Grants Executive is a sub committee of Grants Committee. The aim of the Grants Executive is to allow greater scrutiny of the grants programme by a smaller group of members appointed by the Grants Committee, to provide comfort to the overall Grants Committee members where the amount of business does not permit this level of detailed discussion. This function also aims to minimise the total amount of detailed reporting to the Grants Committee.

6.2 Quorum

The quorum shall be one third of, or the number nearest to one third, but not less than three members.

6.3 Terms of Reference

- Grants Executive shall have delegated authority to exercise all of the executive functions of the Grants Committee (including the power to make decisions) with the exception of:
 - Election of committee members
 - Election of members of the sub committee
 - Agreement of the budget
 - Agreement of the work programme
- The Grants Executive will:
 - Closely monitor the progress of the current grants scheme by reference to:
 - Financial and budgetary information
 - Progress of the programme via regular performance reporting
 - Recommend to Grants Committee any changes to the present grants programme to maintain the overall integrity of the scheme objectives
 - Review criteria and policies for grant giving in line with agreed strategy for approval by the Grants Committee
 - Consider grants scheme thematic priority reports to allow members to more closely scrutinise grants priorities

7. Audit Committee

7.1 The Audit Committee is a sub-Committee of Leaders' Committee.

7.2 Quorum

The quorum shall be two members.

7.3 Terms of Reference

Audit Activity

- To consider the Chief Internal Auditor's annual audit opinion and a summary of internal audit activity (actual and proposed) and the level of assurances it can give over London Councils' corporate governance arrangements;
- To consider specific internal audit reports as requested;
- To consider reports dealing with the management and performance of the provider of internal audit services;
- To consider a report from internal audit on agreed recommendations not implemented within a reasonable timescale;
- To consider the external auditor's annual letter, relevant reports, and the report to those charged with governance;
- To consider specific reports as agreed with the external auditor;
- To comment on the scope and depth of external audit work and to ensure it gives value for money;
- To make a recommendation to Leaders' Committee on the appointment, re-appointment and removal of the external auditor, and
- To commission work from internal and external audit.

Regulatory Framework

- To maintain an overview of London Councils' contract procedure rules, financial regulations and codes of conduct and behaviour;
- To review any issue referred to it by the Chief Executive or the Director of Corporate Resources;
- To monitor the effective development and operation of risk management and corporate governance in London Councils;
- To monitor London Councils' anti-fraud and anti-corruption strategy and London Councils' complaints process;
- To oversee the production of London Councils' Annual Governance Statement and to recommend its adoption;
- To consider the results of the annual review of London Councils' corporate governance arrangements and agree necessary actions to ensure compliance with best practice; and
- To consider London Councils' compliance with its own and other published standards and controls.

Accounts

- To approve the annual statement of accounts. Specifically, to consider whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements or from the audit that need to be brought to the attention of the Leaders' Committee; and
- To consider the external auditor's report to those charged with governance on issues arising from the audit of the accounts.

8. Capital Ambition

8.1 Capital Ambition is a sub Committee of Leaders' Committee. Its aim is to ensure that priorities for investment are managed by;

- Encouraging the use of innovation to support public sector service delivery and improvement
- Enhancing collaborative procurement
- Developing shared services
- Supporting service redesign or significantly improving productivity
- Addressing workforce planning and productivity
- Supporting major policy programmes

8.2 Quorum

The quorum shall be one third of, or the number nearest to one third, but not less than three members.

8.3 Terms of Reference

The Capital Ambition Board will, operating within the policy and governance framework of the Leaders' Committee, be responsible for:

1. Strategic direction and support for improvement, efficiency, transformation and innovation in London local government including by –
 - a. encouraging participation in, and garnering support for, shared and collaborative solutions in commissioning and service delivery within local government; and
 - b. engaging with key stakeholders to promote this ethos, products and outcomes: and
 - c. continuing to fund projects that meet the funding criteria agreed by Leaders' Committee on 14th December 2010
2. Strategic oversight and operational responsibility for the London Ventures programme including by –
 - a. Managing and monitoring the London Ventures support services and consultancy contract; and
 - b. In accordance with funding criteria agreed by Leaders' Committee on 14th December 2010:
 - i. reviewing business cases and selecting projects under that programme; and
 - ii. commissioning activity and/or funding activity in line with those funding priorities;
 - c. Undertaking any other functions to support the successful delivery of the London Ventures programme
3. Oversight and monitoring of the portfolio of projects funded by the Board, or its predecessor organisations, and of the efficiency savings that these projects will deliver.
4. Reporting regularly to the London Councils Leaders' Committee on the work of the Board including the status of the investment fund, the London Ventures programme, project performance and efficiency savings achieved.

9. Greater London Provincial Council (GLPC)

9.1 The GLPC constitution provides for 15 employer representatives to be appointed “by London Councils”. The function of making appointments has transferred to the Leaders’ Committee. The London Councils (ALG) Agreement (Schedule 2 Part 2). provides that Leaders’ Committee makes the appointments to the GLPC “in such numbers as are provided for in the GLPC constitution” . Regarding which members should be nominated, the GLPC constitution provides that the members of the council shall retire each year and shall be eligible for re-appointment, provided that they remain in membership of the body making the original appointment. This implies that the employers’ side representatives should now be the members of Leaders’ Committee themselves, although this requirement would be satisfied if they were to nominate deputies. The Council’s AGM is to be held by the end of October each year.

9.2 Quorum

The quorum for GLPC is ‘one half of each side’s membership’ resulting in 8 members.

9.3 Membership GLPC - Employers’ Side

The Employers’ Side of the GLPC will comprise 15 employer representatives appointed by London Councils.

Membership - Union Side

The Union Side of the GLPC will comprise 16 representatives apportioned as determined by the trade unions party to the London Agreement: GMB, UNISON and UNITE.

9.3 Terms of Reference for GLPC

The Greater London Provincial Council (GLPC) - a joint forum comprising employer and employee representatives with delegated authority to act on behalf of the authorities covered by the London Agreement. The purpose of the GLPC is to consult on, negotiate and determine regional agreements and/or advice on behalf of the authorities and their employees, including the resolution of differences and disputes directly concerning the interpretation of regional agreements.

10. Greater London Employment Forum (GLEF)

10.1 The Greater London Employment Forum (GLEF) - a joint forum comprising representatives of the London authorities within the scope of the London Agreement and the Corporation of London. The purpose of the GLEF is to provide a forum where London employer and employee representatives can meet to discuss and debate employment matters of concern to the London authorities and their workforces and, where appropriate, recommend areas/opportunities for regional agreement and working.

10.2 Quorum

The quorum of the GLEF is ‘will be one quarter of each sides membership’ resulting in 8 members.

10.3 GLEF Membership - Employers’ Side

The 33 employer representatives on the GLEF will be appointed by London Councils on the basis of one elected member representative per authority, including the Corporation of London.

Union Side

The Union Side of the GLEF will comprise 32 representatives apportioned as determined by the Trade Unions GMB, UNISON and Unite

10.4 GLEF Terms of Reference

The GLEF may consider and debate any employment, development, efficiency, performance and improvement related matter affecting the employees of the London authorities which could include:

- pay and conditions of employment including equal pay and the achievement of single status employment
- measures to improve recruitment and retention;
- productivity and performance management;
- measures to improve efficiency, effectiveness and value for money;
- measures to increase the skills and capacity of the workforce;
- equality and diversity in the workplace; employee health, safety and well-being

12. Young People's Education and Skills Board (YPES)

12.1 The role of the London Councils Young People's Education and Skills Board is to provide pan-London leadership for 14 to 19 education and training provision in relation to the current and future needs of learners and employers, support local authorities in undertaking their statutory functions, and assist other stakeholders in planning, policy and provision.

12.2 Quorum

The quorum shall be one third or the number nearest to one third of the voting members of London Councils Young People's Education and Skills Board. If, within half an hour of the time appointed for the meeting to commence, a quorum is not present, the meeting shall dissolve.

12.3 Membership

London Local Authority Members comprising one Councillor nominated by each of the party groups.

London Local Authority Officers comprising two Directors of Children's Services to be nominated by ALDCS and one Chief Executive to be nominated by CELC.

London Enterprise Panel comprising one co-chair and one employer from the Skills and Employment Working Group.

London Strategic Partners comprising one nomination from each from an employer representative body and the Greater London Authority.

Providers of education services comprising three representatives to be nominated by the AoC in consultation with the Sixth Form College Forum and NATSPEC (one shall be a General Further Education College; one shall be a Sixth Form College, and one shall represent learners with special educational needs and disabilities); one representative from a school, Academy or Free School sixth form nominated by ASCL; and one representative

to be nominated by the LWBLA. Each of these representatives shall be a direct provider in their own right.

12.4 Terms of Reference

The key tasks of the London Councils Young People's Education and Skills Board are to:

- develop the strategic vision of the market for 14 to 19 provision in London, influencing and shaping sufficient diversity and specialism to promote full participation;
- lobby for the best resources for London's young learners;
- in partnership with the LEAP:
 - develop a clear picture of the changing jobs landscape and skills needs in London to help shape the development of provision;
 - support stakeholders with the provision of high-quality impartial information for all London's young people;
 - alert London providers to known regionally unmet needs and gaps in the market;
- contribute to the production and analysis of data, including demographic data, to inform planning at a provider level;
- promote consistent scrutiny of 16 to 18 provision, challenging poor quality and championing excellence across the capital;
- support local authorities and providers to operate in the collective interest of London, particularly in addressing the needs of vulnerable learners;
- co-ordinate the development of specialist education and training across London – including both provision for learners with learning difficulties and disabilities and specialist vocational provision; and
- undertake any other tasks as directed by Leaders' Committee.

In pursuing these ambitions it is recognised that there may be the need to undertake specific commissioning activities at a regional level on behalf of local authorities, based on clear business cases.

13. Fire Safety Members Group

13.1 The Fire Safety Members' Group is a sub-Committee of Leaders' Committee, formed to consider the emerging pan-London response to developing fire safety, reporting back to Leaders' Committee.

13.2 Quorum

The quorum shall be one third of, or the number nearest to one third, but not less than three members.

13.3 Terms of Reference

1. Provide a dedicated Leader level forum for discussion of fire safety issues and to offer advice on any pan-London response to Leaders' Committee working together through London Councils decision making machinery including Executive and Leaders' Committee on associated policy and practical issues arising. The Members' Group will also receive reports from the work of the London Housing Directors' Fire Safety Sub Group. These reports would include but not be limited to:
2. Taking an overview of considerations on management and remediation where fire safety issues are found in borough stock and sharing information and learning.
3. Taking an overview of developing practice of managing fire safety issues in privately owned stock, including considering where changes to current guidance could make it easier for boroughs to ensure the safety of residents.
4. Considering any appropriate pan-London responses to fire safety aspects of upcoming reports (including but not limited to the Hackitt review and aspects of the Grenfell Inquiry).

The Fire Safety Members' Group will report back to Executive and Leaders' Committee, having no delegated authority of its own.

14. Electric Vehicle Rapid Charging - Point Sub Group

14.1 The Fire Safety Members' Group is a sub-Committee of LC TEC, formed to consider the emerging pan-London response to developing Electric Vehicle Rapid Charging-Point issues.

14.2 Quorum

The quorum shall be one third of the membership as set out in London Councils Standing Orders.

14.3 Terms of Reference

- 1) To provide a dedicated TEC member Sub-Committee for discussion of electric vehicle rapid charging-point issues and to offer advice on any pan-London response to TEC.
- 2) To consult and engage with relevant stakeholders, including the Go Ultra Low City Scheme, in relation to the development of policy in respect of electric vehicles rapid charging-point issues.
- 3) The Sub-Committee will report back to TEC and, where appropriate, its Executive.

Appendix B

London Councils

Executive Members – Role Profile

1. Purpose of the Role

To support the Chair of London Councils in his/her role and to take responsibility for decision making within the Executive on the basis of individual and/or collective responsibility for a portfolio of services or functions of London Councils.

To actively engage with other party groups in developing the work of the portfolio.

To contribute actively through the portfolio and membership of the Executive to the formation and scrutiny of London Councils' policies, budget, strategies and service delivery.

2. Key Tasks

- To drive the implementation of agreed policies by taking responsibility, individually, or collectively, for the portfolio they have been allocated.
- To have a clear understanding of the respective portfolio and an awareness of current agreed, London Councils policies, positions and services in respect of that portfolio area.
- To engage with relevant London borough Portfolio holders in the respective policy or service area via email updates and/or meetings on key issues.
- To consult and communicate with members of all party groups, London Councils officers and key partners as appropriate to ensure decision are well informed and that London Councils' positions and services are widely understood and positively promoted.
- To engage with a small, cross party sounding board of leading members on issue related to the portfolio to help inform the development of London Councils' positions, services and work. In particular, the Executive member will engage with the designated Party Group Policy Lead from a different political party on these matters. Sounding Boards will vary between Executives of Joint Committees (Leaders, TEC, Grants), existing groups of leading members coming together as part of preparation for joint representation of London Councils on key Mayoral bodies (eg LCRB, LHB, HfL Board) and, other than that, Sounding Boards separately established for these consultative purposes. It is envisaged that some of this may be via physical meetings but will also be achieved via conference calls and/or email exchange. At least four meetings and/or conference calls would be expected in each area during the course of a year.

- Providing a lead on securing cross borough, cross party agreement to London Councils' policy and positioning in the relevant policy/service area.
- Working as a team with other members of the Executive on cross-cutting activities.
- Representing and acting as ambassador for London Councils and representing the collective position of London Councils at events, forums and on external bodies and partnerships, including with the Mayor, GLA and central government.

London Councils

Member Role Profile – Party Group Policy Lead

1. Introduction

Each party group will have a member that takes a lead role in a policy/service area where the other political party holds the relevant Executive portfolio or chairs the relevant Executive of one of the three joint committees. In the case of the three joint committees, the Party Group Policy Lead will normally be a Vice Chair of the relevant joint committee.

2. Purpose of the Role

To take a lead role in developing their party's position on a portfolio/service area in discussion within their group.

To contribute actively – through the lead position they take for their party in the relevant policy/portfolio area or member body – to the formation and scrutiny of London Councils' policies, positions, budget, strategies and service delivery.

3. Key Tasks

- To have a clear understanding and knowledge of the respective portfolio/service
- Working with the portfolio holder and a small, cross party Sounding Board to help inform the development of London Councils' position on the respective portfolio/service area.
- To develop links within their own political party nationally and regionally on the relevant policy/portfolio area and to seek to influence on London local government's behalf.
- To have an awareness of current agreed London Councils' policies on the respective portfolio/service.
- To articulate issues, concerns and positions from their own party group in discussion with relevant portfolio holders and sounding boards in the development of London Councils' policy and work.
- To act, where required, as one of London Councils' nominees on external and mayoral bodies relevant to the portfolio area.

London Councils

Digital Member Champion – Role Profile

3. Purpose of the Role

To champion at political level London Councils' work on promoting and facilitating the use of digital data, tools and technology by London local government, in order to enhance the quality, accessibility and cost-effectiveness of local public services.

To actively engage with the political leadership of boroughs and other partner organisations, including the GLA, NHS and Government, in developing this work.

4. Key Tasks

- To have a clear understanding of the digital agenda, to help establish London Councils' policies, positions and services in respect of that theme, and to lead on securing any required cross borough, cross party agreement.
- To engage with relevant London borough digital portfolio holders or Leads via email updates and/or meetings on key issues.
- To engage with a small, cross party sounding board of leading members on issues related to the digital agenda to help inform the development of London Councils' positions, services and work. It is envisaged that some of this may be via physical meetings but will also be achieved via digital exchange.
- To work in collaboration with members of the Executive on cross-cutting activities and to help realise the opportunities that digital technology and innovation can bring to services within their portfolios.

Appendix C

Principles to be applied in making appointments

Agreed by London Councils Leaders' Committee Executive 29 May 2012

Introduction

Appointments to outside bodies have been delegated by members to the Chief Executive. These appointments will be made by the Chief Executive in consultation with members as appropriate. In making appointments the Chief Executive will apply the Particular Principles (1, below) first but will also seek to ensure that nothing is done to depart from the General Principles (2, below). General Conditions (3, below) are included for guidance.

1 Particular Principles

a) In cases where a single appointment is required

- (i) In first instance the relevant portfolio-holder will be considered and if that is not a suitable appointment then the Chief Executive will consult members on an alternative candidate.

b) In cases where an outside body requires more than a single appointment

- (i) The first principle to be applied in such cases is any reasonable external requirement placed on London Councils in making the appointments¹.
- (ii) The second principle to be applied, if the first principle does not obtain, is that the number of appointments made from each political party reflects the balance of the parties on Leaders' Committee² at that time.

¹ For example, the mechanism employed in determining the number of appointments for each political party made by London Councils to the former London Fire and Emergency Planning Authority was set out in legislation – the Greater London Authority Act 1999.

² This will be determined by the application of the d'Hondt formula.

2 General Principles

- (i) When the Chief Executive is applying the particular principles set out above, they will seek to reflect any particular interest that the body to be appointed to has expressed to London Councils³.
- (ii) The Chief Executive will also be mindful of other factors that it would be reasonable or proper for London Councils to consider, for example specialist knowledge, stability of service, diversity as well as applying the Nolan principles set out below and the Chief Executive may - in consultation with members – override the principles set out above when there is a compelling case to do so.
- (iii) All public bodies are under a duty to follow the *Seven Principles of Public Life* set out by the Committee for Standards in Public Life, formerly chaired by Lord Nolan (the principles are often called the *Nolan Principles*). In particular, the Chief Executive will seek to ensure that the following three Nolan principles are applied:

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.⁴

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

³ For example, outside bodies occasionally ask for cross-party appointments.

⁴ Members will be expected to regularly attend meetings of the bodies they are appointed to and may be accountable to and from, London Councils for their actions in that capacity.

- (iv) The Chief Executive will give consideration to the members of the Corporation of London when making any appointments to outside bodies.

3 General conditions

- (i) When an appointment to an outside body ceases to be a member of a London local authority, London Councils will, in general, take whatever steps are necessary to remove them from that outside body.
- (ii) At a freeze date, being the date of the meeting of the London Councils Executive in May of each year, a report will be brought to that meeting setting out the total number of appointments made to outside bodies for each of the political parties with a calculation of how this reflects the agreed principles (above) for appointments and the variation from the balance of the parties on Leaders' Committee.
- (iii) Any variations in proportionality to be dealt with by the groups and whips.

Media Protocol

1. DAY TO DAY CONTACT WITH JOURNALISTS

Who speaks to the media?

The press office should be the first point of contact for any media enquiry received by London Councils.

The press office will then liaise with the relevant officer to formulate the appropriate response. Heads and directors are encouraged to develop links with journalists in their own areas of speciality – with the support of the press office. While this means they will sometimes be contacted directly by journalists, or make contact directly with journalists themselves, the press office should be informed at all times.

When should officers talk to the media?

The press office may need an officer to speak to a journalist to give them a technical briefing on an issue or to answer any technical questions a journalist may have. The officer with the best knowledge of the subject area will be the first point of call for briefing journalists. This person should be agreed by the press office and the relevant head/director.

Whoever provides the briefing to the media should follow the lines agreed with the press office.

Senior officers (heads or above) will build up their own network of contacts as a result of any media work they undertake. If a known and trusted media contact approaches a senior officer directly, it is important that the press office is informed as soon as possible. The press office will need to know who the journalist was, where he/she was from, and what was said.

If a senior officer does not know the journalist, then the journalist should be referred to the press office.

Lines given by policy officers to the press office for use in the media

Any lines provided by officers to assist the press office to respond to any media enquiries must be agreed by the policy lead officer and the lead member before it is provided to the press office.

The press office should not be the conduit for clearing previously unused lines and views with politicians before they are given to the media.

2. CLEARANCE PROCEDURE

The protocol for media clearance is predicated on members of the Executive acting in the interests of London Councils. The Chair and Executive or leading members will develop lines which represent the agreed views of the organisation and not of a particular political group or individual authority. Responses to emerging issues will also be developed with reference to the cross-party nature of the Executive.

There will be occasions when members will be approached to comment on issues in their role as group leaders or party-political figures. As long as it is made clear that they are commenting in that capacity and not on behalf of London Councils this is acceptable.

Where a position has been agreed by Leaders' Committee, the Executive, or other formal 33-member meetings

Material only needs to be cleared by the Chair (for issues on which they are leading) or the lead member (for a portfolio-related issue) and his/her political adviser (if there is one). The press office will contact members directly and copy political advisers into all correspondence. Copies of all agreed statements will be shared with political advisers.

Emerging issues (where the view of a 33-member grouping is unknown, but the issue requires an immediate response)

London Councils' relevant lead policy officers will first of all agree the line to take with the Chair (for issues on which they are leading) or the lead member (for portfolio issues) and the relevant group Adviser.

The press office will then draft a response which will then be cleared by the lead member and the relevant Group Adviser and shared with the other Group Advisers with a realistic deadline in which to respond.

Where an issue will ultimately be going to one of the three Joint Committees or their respective Executives for decision it must be agreed by at least two of the groups before a statement can be issued.

If the appropriate lead member is not available to clear press lines on an emerging issue the press office will clear the line with the Chair and then share that line with the political advisers.

If an issue requires an even quicker response it may be impractical to give the political advisers of the other groups an hour to respond. However, every effort will be made to ensure that they get an opportunity to see a response, and not doing so will be the exception and not the rule.

3. FILMING AND RECORDING AT LONDON COUNCILS MEETINGS

Cameras and recordings at meetings

The final decision on whether filming or any other recording can take place at a London Councils meeting (either held here or at alternative venues) will be made by the chair of the relevant committee.

For any meetings held at London Councils:

- When sending out meeting agendas, the press office will tell broadcast media that if they want to attend with cameras or any other recording equipment, they must inform the press office by 10am on the day before the committee is scheduled to be held. They would be advised that their filming/recording is at the discretion of the committee chair and that they should also indicate which item they are interested in;
- Any crews failing to inform the press office by this time or simply turning up with a camera may not be permitted into the meeting;
- If any bids are made, the press office will contact the chair of the relevant committee to check they are happy for the broadcast media to attend the committee;
- A decision on whether to allow any recording of a meeting should if possible be made by 1pm on the day before committee;
- Once a decision has been made the press office will inform the relevant media outlet;
- Due to constraints on space in the conference suite and meeting rooms at London Councils there is only room for one camera. If more than one camera crew approaches

London Councils for access to a meeting they would need to discuss pooling arrangements between themselves;

- The number of cameras that can attend London Councils meetings held in external venues would be governed by the size of the venue;
- The camera crew attending committee should arrive no later than 15 minutes before the start of the committee to set up. Access to the meeting room will also be governed by when any group meetings being held in the meeting room finishes.

Informing people of possible filming/recording

- The committee listings page on the London Councils website will carry a notice that all meetings may be recorded by broadcast media at the discretion of the committee chair;
- It will be the responsibility of any policy officer arranging for a person to carry out a presentation at a committee to inform them that our meetings may be filmed or recorded;
- There could be an issue at this stage with people declining the offer of attending the meeting because of the possibility of proceedings being filmed or recorded. If this happens, a decision would need to be taken by the chair of the committee as to whether they will want the broadcast media at the meeting;
- London Councils press office will inform the relevant organisation's press office of the possibility that cameras or other recording equipment will be at the meeting. London Councils press office would also inform the organisation's press office of any media interest should it arise;
- London Councils press office will keep the Chief Executive and senior members and relevant officers (including political advisers) informed about filming and recording requests.

Advised protocol for meetings where cameras/media are attending

- For the benefit of the other committee members and the audience, the chair of the committee should announce at the start of any meeting where the media are attending that they are there;
- Once the item the camera crews are interested in has finished a short adjournment should be taken to allow the broadcast media to pack up and leave.

4. BROADCAST INTERVIEWS

London Councils often needs to put spokespeople up for broadcast media interviews. It is the responsibility of the press office to organise a spokesperson for any interviews. Any London Councils officer approached by the media to take part in any interviews should direct the request to the press office.

London Councils policy is that all broadcast interviews should be carried out by members, unless the relevant lead member agrees that a senior officer can do it instead.

Broadcast interviews should be conducted by the Chair or appropriate lead member. When the Chair or lead member agrees, they can be conducted by the chief executive or a director. Only in exceptional circumstances can any other officer give a broadcast interview, and this will need to be cleared by the Director of Communications. Only those who have completed a media training course will be offered for broadcast interviews.

Briefing media spokespeople

As with any media interview the press office will be responsible for liaising with the spokesperson over the arrangements for the interview. The press office will also be responsible for providing the key messages the spokesperson would use in the interview.

The relevant London Councils policy officer would be responsible for ensuring the briefing has the correct background information and statistics.

Informing boroughs/London Councils officers

If a member is being put forward as a spokesperson, London Councils press office is responsible for informing that member's borough press office of the scheduled interview. Depending on the media request, London Councils press office should also consider informing all borough press offices in case they are subsequently approached for views.

Repeating spokespeople

There may be some circumstances where the media need regular interviews – e.g. providing hourly updates.

If this is required, to maintain the continuity, the spokesperson put up in the first instance should be available throughout the time of the incident.

If this cannot be achieved, care should be taken not to put up a senior member or officer for the initial update if a more junior member or officer will be used for the other interviews.