

Terms of Reference and Delegation of Duties to Portfolio Holders

Portfolio Holder for Adult Services and Public Health

To be responsible for the development and delivery of the Council's adults social care functions including:

- To be the lead member for adult care services including overseeing compliance with the statutory duties and reporting requirements in relation to adult care services.
- To lead on partnership with the Health Service in relation to adults.
- To oversee the performance of community care services in relation to national targets and priorities and to take account of any issues arising from external inspection and the performance assessment role of the Care Quality Commission.
- To oversee the protection and safeguarding of vulnerable adults.
- To oversee the development and implementation of supporting people initiatives.
- To oversee the direct provision for community care services and lead on service user engagement.
- To oversee joint commissioning responsibilities with Health for:
 - Mental Health Services
 - Learning Disability Services
 - Older People and Physical, Sensory and Disability Services
 - Carers
- Act as the Member level 'Wellbeing of Adults Champion'.
- To oversee the development and implementation of policies and strategies for the provision of adults care services in the Borough including;
 - Adults Transformation
 - Personalisation
- To be responsible for the promotion of public health and wellbeing.

Portfolio Holder for Business, Employment and Property

To be responsible for the strategic direction and the promotion of employment opportunities in the Borough including:

- To act as the lead Member for the Council's engagement with business;
- Liaising with local and national government bodies and the business community.
- Small business support and business relationships.
- Economic regeneration and inclusive economy.
- Ensuring residents have appropriate training and development opportunities and benefit from employment opportunities in the Borough.
- Town Centre Strategy and management (jointly with the Portfolio Holder for Planning and Regeneration)

To be responsible for the policy direction for the development of the Council's property assets and the development and delivery of the Council's major partnership contracts including:

- To provide policy direction to ensure the effective development of the Council's property assets.
- Co-location of services with partners.

To ensure that development of the Council's assets is undertaken in a coordinated and collaborative way with partners.

To authorise the acquisition or disposal of land holdings up to a value of £499k, other than disposal at less than best consideration.

To be responsible for digital creativity in the Borough including:

- Lead member responsible for liaising with digital connectivity providers.
- To provide policy direction to ensure the Borough's digital connectivity fits with the needs of Harrow's residents and businesses.

Portfolio Holder for Children's Services

To be responsible for the development and delivery of the Council's Children's Services including:

- To be the lead member for Children's Services, including overseeing compliance with statutory duties and reporting requirements as set out in the Children Act 2004.
- To oversee the strategic development and delivery of all aspects of Children's Services including:

- Safeguarding, Family Placement and Support
 - Young People's Services
 - Special Needs Services
 - Integrated Early Years and Community Services
- To be a member of the Children and Young People's Partnership and the Local Safeguarding Children Board.
 - To oversee the performance of Children's Services in relation to national targets and priorities and to take account of any issues arising from external inspection and the performance assessment role of Ofsted.
 - To oversee and promote corporate parenting responsibilities for children looked after.
 - To oversee the commissioning and monitoring, with Health, of Children's Health Services including Child and Adolescent Mental Health Services from health service providers and community and voluntary organisations.
 - To oversee the development and review of the Children and Young People's Plan.
 - To ensure the development and maintenance of positive links and partnerships with local agencies, organisations and businesses to support the delivery of these services.
 - To oversee consultation, liaison and the maintenance of positive links with the local Youth Parliament and Harrow members of the UK Youth Parliament.
 - To oversee the development and implementation of policies, strategies and procedural arrangements in line with statutory requirements for the provision of the Council's social services functions for young people.
 - To oversee the commissioning and contracting arrangements for the provision of services within the council and jointly with other partner agencies.
 - To oversee the quality assurance and inspection functions.
 - To oversee the Council's Multi-Agency Protection Arrangements.
 - To lead on partnership with the Health Service in relation to Children.
 - To be responsible for the development and delivery of policies, strategies and procedural arrangements in line with statutory requirements in relation to schools in Harrow.
 - To be responsible for the development and delivery of the Council's function as a Local Education Authority in relation to the provision of schools and commissioning post-16 provision within the Borough including:
 - Schools

- Achievement and Inclusion
- Children's Centres
- To oversee and ensure high quality relationships are built with all statutory and voluntary sector partners with particular emphasis on schools.
- To be the lead member for schools, including overseeing the maintenance, compliance with Statutory Duties and reporting requirements of the Council in relation to schools in Harrow.
- To oversee education strategies to support the Narrowing the Gap agenda including achievement, attendance, behaviour and exclusion issues.
- To oversee the performance of schools in Harrow in relation to national targets and priorities and to take account of any issues arising from external inspection and the performance assessment role of Ofsted.
- To oversee consultation, liaison or other partnership arrangements on education matters with the Standing Advisory Committee on Religious Education, pupils/students, staff, parents, governing bodies and government departments including the Young People's Learning Agency and Skills Funding Agency.

Portfolio Holder for Community and Culture

To be responsible for the development and delivery of the Council's community and cultural services including:

- To oversee the strategic and general management of the following services and functions on behalf of the Council including:
 - All functions relating to the library service
 - Culture and Arts Services
 - Indoor Sports Leisure and Recreation services
 - Local History Collections (Archives)
 - The Harrow Museum and Headstone Manor
 - Community Engagement and Development Strategy
 - Community Learning
 - External Service Providers
 - To oversee effective development and implementation of key plans and strategies that fall within this portfolio.
- To oversee the promotion and development of positive links, relationships, joint working arrangements and partnerships with the voluntary, community, private and faith sectors, reflecting the full diversity of the borough.

Portfolio Holder for Finance and Human Resources

To be responsible for the development and maintenance of the Council's finance and procurement functions including:

Finance

- To develop and maintain a coherent, sustainable financial strategy for Harrow.
- To ensure that the development of proposals for and consultation on the annual budget take place within the requirements of the Budget and Policy Framework Rules and good corporate governance practice.
- To oversee the development of clear systems and structures for budget development, management and monitoring; in particular, for the Council's revenue and capital budgets including the Housing Revenue Account.
- To ensure that the Council's arrangements for treasury management and pension fund investments are effective.
- Bring forward proposals for any review of fees and charges that are executive side functions made by the Council.
- To ensure procedures for virement within budgets are updated as appropriate and followed at Member and officer level.
- Evaluate the financial procedures of the Council and recommend improvements.
- To ensure that the Council has effective procurement systems and processes in place.
- To ensure that the Council has effective procedures for the recovery of Council Tax, Business Rates and parking income and any other fees and charges.
- To ensure the effective administration of Housing Benefits.
- To ensure a co-ordinated Council response to government changes to welfare benefits.
- To ensure that the Council has effective financial risk management and internal control systems and processes in place.
- To oversee and ensure the development and maintenance of effective business continuity and emergency planning.
- To oversee the Council's insurance arrangements.

HR

- To ensure that the Council has effective payroll and pensions administration systems and processes in place.
- To ensure the delivery of accounts payable and accounts receivable services.
- To oversee appropriate organisational development within the Council
- To oversee training and the completion of mandatory training.
- To oversee the development and implementation of appropriate equalities measures.

Portfolio Holder for Highways, Infrastructure and Community Safety

Infrastructure

To be responsible for the development and delivery of the Council's Infrastructure Services functions including:

- Environmental health and protection services
- Public realm enforcement and crime reduction
- Public realm infrastructure and maintenance
- Operational property management and maintenance
- External sports facilities maintenance
- Facilities management (excluding Schools)
- Property and public realm investment programmes
- Public realm policy
- To oversee the development, and implementation of policies and strategies to address climate change.

To oversee the development and implementation of policies and strategies and the monitoring of environmental and public protection services that fall within this portfolio.

Highways

To oversee the development and maintenance of positive links and partnerships with other organisations and businesses to improve the transport services within Harrow.

To be responsible for the development and delivery of the Council's Highway functions including:

- Transportation policy
- Roads maintenance programme

- Carparks and parking strategy
- Traffic management and road safety

To manage the Council's relationship with the GLA, the Government and London Councils on transport matters.

To manage the Council's relationship with TFL.

Community Safety

- To oversee the development and implementation of the Community Safety Plan.
- To oversee Police relationships, including Safer Neighbourhoods Teams.
- To oversee the commissioning and support of Harrow's approach to the misuse of drugs and alcohol, and crime reduction.
- To oversee Harrow's approach to the prevention of domestic abuse and the reduction of violence against women and girls.

Portfolio Holder for Housing

To be responsible for the development and delivery of the Council's housing services, including:

- To oversee the development and implementation of policies and strategies for the provision and improvement of housing in the Borough.
- To oversee development and delivery of the Housing Ambition Plan and Housing's vision.
- To ensure maximum opportunities exist to engage residents in the development and delivery of all housing services and that regular opportunities exist to test tenant and leaseholder satisfaction and to ensure that feedback is used to improve services.
- To ensure the HRA remains viable and provides value for money services working closely with the Portfolio Holder for Finance and Human Resources.
- To recommend variations in rent levels.
- To ensure that residents can readily access housing services and that customers are empowered to make the best of their housing situation.
- To ensure that housing services know its customer profile and tailors its services accordingly.
- To ensure that all services to tenants are set out in clear standards.

- To ensure accommodation provision for households in need, through Council provision, or in consort with Housing Associations and developers.
- To ensure that temporary accommodation is provided for those in urgent need or who are homeless.
- To ensure an assessment of future housing needs within the Borough is regularly taken and informs future services.
- To oversee the maintenance, repair and improvement of the Council's housing stock.
- To oversee the development of high standard services to Council tenants and leaseholders.
- To promote satisfactory standards in housing accommodation in the private sector and ensure enforcement actions are taken as appropriate.
- Jointly with other Portfolio Holders to oversee the development of a strategy to support social inclusion in the provision of local housing.
- To oversee the development and delivery of the Council's Housing Strategy.
- To work with private landlords, housing associations and developers to ensure that opportunities for the provision of affordable housing are maximised.

Portfolio Holder for Performance, Communications and Customer Experience

To be responsible for the strategic development and effective performance of the Council's corporate services including:

Performance

- To oversee the ongoing development and delivery of the Council's performance management framework to set objectives and monitor progress against their delivery and to report progress and key issues to Cabinet.
- To support Improvement and Commissioning Boards across all Council services.
- To oversee the Council's responses to its inspectorates.
- To steer the development of the Council's priorities in response to performance, consultation, research and customer feedback.
- To support the development of the Council's equalities framework and monitor progress to drive improvement.

- To oversee the Council's Performance Management Framework and the Corporate Improvement Boards to ensure the Council is performing to its full potential.

Communications

- Champion a set of marketing campaigns in support of the Council and its services.
- Support the Council's media relations in support of promoting the Council's reputation.
- Promote the Council's branding to deliver consistency across services and to improve residents' awareness of our services.

Customer Experience

- To oversee all matters relating to customer care and complaints.
- To oversee the management and implementation of customer services strategies.

IT

- To ensure the development and maintenance of a coherent IT strategy.
- To ensure the effective delivery of IT services.
- To ensure that disaster recovery arrangements are developed, implemented and maintained.
- To ensure that the Council has effective information management and information security arrangements.

Legal and Governance

- To oversee development of the shared legal practice.
- To oversee the conduct of litigation by or against the Council.
- To oversee the delivery of the Registry Office services.
- To oversee the support for the Mayor's office.

Waste

To oversee the Council's waste management services and to develop the Council's waste policies.

Portfolio Holder for Planning and Regeneration

To be responsible for the policy direction of the Council's Place Shaping, Regeneration, Planning, and Development functions including:

- Strategic planning policy and implementation including:
 - Planning policy and research
 - Economic Development
 - Development Management Policy
 - Building Control
 - Conservation and Design
 - Open Spaces and Green Belt policy
- To oversee and direct the effective development and implementation of the following key Place Shaping strategies:
 - Local Development Framework, including the core strategy, the opportunity and intensification area, and the area action plan
 - Economic Development Strategy
 - Town Centre Strategy and management (jointly with the Portfolio holder for Business, Employment and Property)
 - West London Sub-regional planning, economic development and waste planning.
- Act as the Member level 'Design and Heritage Champion' for the Authority.
- Protecting Harrow's built heritage and green spaces.
- To oversee the development and delivery of the Council's vision in terms of strategic planning for the future social, environmental and economic development and regeneration of Harrow.
- To provide policy direction in respect of the Council's strategic Major Projects Programme including:
 - The development of the central Harrow opportunity and intensification area
 - The Council's relationship with regeneration partners on the regeneration programme.