

Job Descriptions for Leader and Portfolio Holders

Leader

Strategy, Partnerships & **Devolution**

Portfolio Holders:-

- 1) Adults and Older People
- 2) Housing & **Employment**
- 3) Finance & **Commercialisation**
- 4) Business, Planning and Regeneration
- 5) **Health**, Equality & Wellbeing
- 6) Environment, Crime & Community Safety
- 7) Children, Schools and Young People
- 8) Performance, Corporate Resources & **Customer Services**
- 9) Community, Culture & Resident Engagement

Strategy:

- To have strategic oversight of the Council's affairs
- Ensure that the Council's priorities are underpinned by fairness for all in these tough economic times
- To lead on the development of strategies to help families with the 'Cost of Living Crisis' and stand up for Harrow, its businesses and residents
- To lead, monitor, have oversight and, where necessary take decisions about policy/strategy and provision regarding the strategic relationship with other Boroughs and the development of additional services
- Development of an effective strategy/policy framework for the council, local voluntary sector and partners
- To ensure that the council does not lose focus on tackling the disparities that exist in Harrow, in particular, in terms of economic achievement, child poverty, health and wellbeing
- **To encourage and ensure cross directorate working across the Council**
- **Providing political leadership to the development and implementation of the Council's Corporate Plan and Budget**
- **To lead on the transformation of Council services to be more business-like, commercial and maximising value for taxpayers money**
- **To ensure that the Council is meeting its commitments and strategies as set out in the Corporate Plan**

Partnership and community leadership:

- To ensure that the council continues to work together with the community to improve the quality of life for all our residents, our families and our young people
- Acting as an advocate for the local community and a spokesperson for residents
- Promoting Council priorities
- Building cross-borough links that progress the Council's objectives
- Representing the Council externally and furthering the Council's interests within London, National and international bodies/forums to promote Harrow's interests, in particular with the West London alliance, London Councils and the Local Government Association

Devolution:

- **To sit on the West London Economic Prosperity Board to promote jobs and growth across Harrow**
- **To work on a regional basis to ensure Harrow receives a fairer deal on its grant from Government**
- **To work on a regional basis to ensure that Harrow's residents benefit from the devolution of services and business rates**
- **Actively participate in and seek further devolution opportunities**
- **Provide local leadership on all Government devolution announcements**

Communications:

- Give direction to the delivery of Council publications including Harrow People and A-Z of Council Services
- Champion a set of marketing campaigns in support of the Council and its services
- To ensure there is regular and informative internal communications and staff awards
- Give direction to the Council's media relations to promote the Council's reputation
- Promote the Council's branding to deliver consistency across services and to improve residents' awareness of our services

Portfolio Holder - Adults and Older People

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 and local CCG in relation to Adults
- **To lead on the transformative Project Infinity, for the development of Adult Social Care services in the Borough**
- 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 lead on the protection and safeguarding of vulnerable adults
- To lead on the development and implementation of Supporting People
- To lead on the direct provision for Community Care Services
- To lead on adult services user engagement
- To oversee the reablement service provision and improvements
- Build on the fantastic work of the Council's adult early intervention team
- To promote the wellbeing of over 18s across the Council and act as the Member level 'Wellbeing of Adults Champion'
- Lead on working with external partners to tackle the increase in domestic violence across our Borough
- **To lead on the development and implementation of Supporting People**
- To give direction for the development and implementation of policies and strategies for the provision of adults care services in the Borough including
 - **Project Infinity**
 - Personalisation
- To lead on external relationships including **other public sector stakeholders, as well as the** voluntary and private sector with regard to Adults Services

- **Jointly lead with the Portfolio Holder for Children's, School & Young People to develop the Council's vision to have a lifelong approach to support for residents with Special Educational Needs**
- **To work with the Portfolio Holder for Finance & Commercialisation on relevant commercial opportunities within the Portfolio**
- **To ensure that the Council is meeting its commitments and strategies within the Portfolio, as set out in the Corporate Plan**
- **Lead on developing upcoming policy and existing policy within the Portfolio**

Working in conjunction with the Portfolio Holder for Health and Wellbeing;

- To lead on joint commissioning responsibilities with Health for:
 - Mental Health Services
 - Learning Disability Services
 - Older People and Physical, Sensory and Disability Services
 - Carers;
- Work with the NHS, voluntary sector organisations and carers themselves to develop and strengthen appropriate support for carers

Portfolio Holder – Housing & Employment

To be responsible for the development and delivery of the Council's housing services, the private rental sector and the provision of affordable homes, including:

- To develop and implement policies and strategies for the provision and improvement of housing in the Borough
- To develop and deliver the Housing Ambition Plan
- To maximise opportunities to engage residents in the development and delivery of all housing services and that regular opportunities exist to test tenant and leaseholder satisfaction to ensure that feedback is used to improve services
- Working closely with the Portfolio Holder for Finance to ensure the HRA remains viable and provides value for money
- 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 with 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 the homeless and those in urgent need of housing

- To ensure an assessment of future housing needs within the Borough is regularly taken and informs future services
- To lead on the maintenance, repair and improvement of the Council's housing stock
- To lead on 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
- Working jointly with other Portfolio Holders to oversee the development of a strategy to support social inclusion in the provision of local housing
- To develop and deliver the Council's Housing Strategy in consultation with the Portfolio Holder for Planning and Regeneration
- To work with private landlords, housing associations and developers to ensure that opportunities for the provision of affordable housing are maximised
- Grow Help 2 Let with the aim of making it a market leader in the private rental sector
- **Develop the Council's letting agency to provide affordable and good quality Private Rental Units across the Borough**
- **To ensure the effective administration of Housing Benefits**
- **To work with the Portfolio Holder for Finance & Commercialisation on relevant commercial opportunities within the Portfolio**
- **To ensure that the Council is meeting its commitments and strategies within the Portfolio, as set out in the Corporate Plan**
- **Lead on developing upcoming policy and existing policy within the Portfolio**

To promote apprenticeships, training and jobs across the Borough, particularly for our young people, this includes:

- **Working with our economic development team to create training opportunities that match with the demands of local employers**
- **Ensure that Harrow's residents are given every opportunity to benefit from employment opportunities arising from local developments**
- **That the council creates training opportunities for the long term unemployed and people with a disability or a mental health condition**
- **To ensure that young people in the Borough have the skills and opportunities they need to start a career**

Portfolio Holder - Finance & Commercialisation

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

- To develop and maintain a coherent and 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 lead on 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 in liaison with the portfolio holder for housing
- 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 made by the Council
- To ensure procedures for virement within budgets are updated as appropriate and followed at Member and officer level
- Evaluate and monitor the financial procedures of the Council and recommend improvements
- To ensure the Council's procurement strategies support local businesses and that the Council has effective procurement systems and processes in place
- Work with the business holder for Business, Planning and Regeneration to ensure that the Council has effective procedures for the recovery of Council Tax, Business Rates, parking income and any other fees and charges
- To ensure a co-ordinated Council response to welfare reform, working closely with the Leader, other relevant Portfolio Holders and the voluntary sector
- To lead, monitor, have oversight, and, where necessary, to take decisions about promoting the Harrow Credit Union and make sure it's available to everyone, including allowing all Harrow Council staff to be able to have their salary paid directly into a credit union bank account
- To coordinate the Council's campaign for a fairer grant for Harrow's residents.
- Promoting an energy cooperative in Harrow
- To lead on the Council's arrangements for internal audit
- To lead on all matters relating to corporate anti-fraud activities
- To lead on the Council's insurance arrangements
- To ensure that the Council has effective risk management and internal control systems and processes in place
- To ensure the development and maintenance of effective business continuity and emergency planning
- **To ensure that the Council is meeting its commitments and strategies within the Portfolio, as set out in the Corporate Plan**
- **Lead on developing upcoming policy and existing policy within the Portfolio**

To be responsible for the development and maintenance of the Council's Major Contracts including:

- To lead on the procurement and commercial management of all major contracts in liaison with the Leader
- To monitor, in consultation with the relevant Portfolio Holders, the performance of all major strategic contracts with an annual value of over £1m including the ongoing operation of existing contracts
- To approve extensions of contracts where the value is more than £1million and the extension would account for an additional cost of 10% or more of the contract value
- To approve the settlement of Disputes and Claims where the value of the claim exceeds £1m, in consultation with the relevant Portfolio Holders
- To ensure all major contract include training and apprenticeships for local residents
- To encourage the payment of the London Living Wage within Harrow

To be responsible for the Council's commercialisation strategy, including:

- **The Council's procurement is getting best value for all of its contracts, including on its social value commitments**
- **To ensure that the Council maximises every opportunity to be more efficient and commercial in all of its services**
- **Preside over and work with all Cabinet members on relevant commercialisation opportunities**
- **Act as a support on relevant opportunities in terms of governance and regular monitoring**
- **Support Cabinet members and the Leader of the Council with internal commercial opportunities**

Portfolio Holder - Business, Planning and Regeneration

To be responsible for the policy direction of the Council's 'Building a Better Harrow' programme, including:

- Strategic planning policy and implementation including:
 - Planning policy and research
 - Economic Development
 - **Working with the Portfolio Holder for Housing on increasing opportunities for local employment**
 - Housing policy (in consultation with the Portfolio Holder for Housing)
 - Development Management
 - Building Control
 - Conservation and Design, in particular for the listing of local buildings
 - Open Spaces, **Parks** & Green Belt policy
 - Town Centre & Major Projects activity
 - **The re-location of the Civic Centre**
 - **The development of the 'Heart of Harrow' area**

- To oversee and direct the effective development and implementation of the following key Place Shaping strategies:
 - **The 'Building a Better Harrow' regeneration programme.**
 - Local Development Framework, including the core strategy, the opportunity and intensification area and the area action plan
 - Economic Development Strategy
 - Town Centre Strategy
 - West London Sub-regional planning, economic development and waste planning
- To preside over the development and maintenance of positive links and partnerships with other organisations and businesses to secure the improvement and development of essential social infrastructure
- To ensure that all aspects of the Environment and Enterprise Directorate's work involves appropriate and effective community engagement
- To ensure a positive development of our district shopping centres
- Act as the Member level 'Design and Heritage Champion' for the Authority
- To act as the lead Member for the Council's engagement with business
- 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;
- Chair the Council's Planning Committee or equivalent body, and the Council's **Major Developments** Panel.
- To provide policy direction in respect of the Council's strategic Major Projects Programme in consultation with the relevant Portfolio Holders including:
 - The development of the central Harrow opportunity and intensification area and of district shopping centres
- **To work with the Portfolio Holder for Finance & Commercialisation on relevant commercial opportunities within the Portfolio**
- **To ensure that the Council is meeting its commitments and strategies within the Portfolio, as set out in the Corporate Plan**
- **Lead on developing upcoming policy and existing policy within the Portfolio**

To provide policy direction to ensure the effective development of the Council's property assets;

- 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 £250k, other than disposal at less than best consideration, and to respond to any enquiry in relation to the Council's interests in land.
- **To ensure the Council is maximising its property assets for the creation of new homes and business space across the Borough**

Portfolio Holder – Health, Equality & Wellbeing

To be responsible for the promotion of health, equality and wellbeing in consultation with the Leader and in liaison with appropriate Portfolio Holders

- To lead on Public Health within the Council, working closely with other Portfolio Holders
- To lead on partnership with the Health Service
- To lead on the development and provision of support for carers
- **To work with the Portfolio Holder for Finance & Commercialisation on relevant commercial opportunities within the Portfolio**
- **To ensure that the Council is meeting its commitments and strategies within the Portfolio, as set out in the Corporate Plan**
- **Lead on developing upcoming policy and existing policy within the Portfolio**
- **To sit on the Health & Well-Being Board from a public health perspective**

Working in conjunction with the Portfolio Holder for Adults and Older People

- To ensure joint commissioning responsibilities with Health for:
 - **Local Health services**
 - Mental Health Services
 - Learning Disability Services
 - Older People and Physical, Sensory and Disability Services
 - Carers
- To promote wellbeing across the Council
- To lead on external relationships including the **local CCG, as well as the** voluntary and private sector in relation to Health and Wellbeing
- Work with the NHS, **local CCG**, voluntary sector organisations and carers themselves to develop and strengthen appropriate support for carers

Working in conjunction with the Portfolio Holder for Children, Schools and Young People

- To **preside over** the Commissioning and monitoring of Children's Health Services including Child and Adolescent Mental Health Services **and 'Children Looked After'** from health service providers and community and voluntary organisations working in conjunction with the Portfolio Holder for Children, Schools and Young People
- **To support with the Health Visiting and School Nursing Service**
- To lead on partnership with the Health Service in relation to Children working in conjunction with the Portfolio Holder for Children, Schools and Young People

Work closely with other Portfolio Holders

- **To bring together autism support from across the whole borough to create a strong, coherent package of support and advice to all those that are affected by or care for someone, on the autistic spectrum**
- To take the Strategic Lead on Equalities issues
- Support the development of the Council's equalities framework and monitor progress to drive improvement
- **To ensure the Council promotes equality of opportunity in all of its work**

- Ensure that all our policies take the view of the family, who play an important part in providing mutual help and support in hard times

Portfolio Holder - Environment, Crime & Community Safety

To be responsible for the development and delivery of the Council's Environment Services functions to ensure that the council makes a positive difference to communities, businesses, families and the vulnerable

- **To ensure that the Council is meeting its commitments and strategies within the Portfolio, as set out in the Corporate Plan**
- **Lead on developing upcoming policy and existing policy within the Portfolio**

To oversee the development and implementation of policies and strategies and the monitoring of environmental and public protection services including:

- **Public Realm Enforcement, Envirocrime & Crime Reduction through proactive and reactive work of the public protection service;**
 - o **Environmental Health, Food Hygiene and Protection Services**
 - o **Licensing Services**
 - o **Public Space Protection Orders**
 - o **Landlord's Licensing Scheme**
 - o **To oversee the development and introduction of "on the spot" fines for littering, spitting and urinating in public**
 - **Public Realm Infrastructure & Maintenance**
 - o **Operational Property Management & Maintenance**
 - o **External Sports Facilities Maintenance**
 - o **Facilities Management (excluding Schools)**
 - o **Property & Public Realm Investment Programmes**
 - o **Transportation policy**
 - o **Cycling Strategy**
 - o **Local Implementation Plan (Transportation)**
 - o **To improve the transport services within Harrow, in consultation with the Portfolio Holder for Business, Planning & Regeneration**
 - o **Introduce free parking to all district centres**
 - o **Working with TARSAP to improve Road Safety across the Borough**
 - **Work with and develop community champions - making sure the community is at the centre of everything we do**
 - **Management of Open Spaces, Parks and Allotments, in liaison with the appropriate Portfolio Holders**
 - o **The development and implementation of the Council's Park User Groups Operational Framework**
 - o **The development and implementation of a Park User Group Forum**

- o Sports, Recreation & Green and Open Spaces Strategy
- o Events Policy
- o Play Strategy - in conjunction with Portfolio Holder for Community, Culture and Resident Engagement
 - Waste Management
- o Waste Strategy
- o Waste and public realm policy
- o Waste Management Strategy
- o West London Waste Authority
 - To oversee the development and implementation of policies and strategies to address climate change
- o Local Flood Risk Management Strategy
- o Emission reductions
- o Energy Efficiency and Savings
- o Improving air quality
- o Waste reduction
- o Increased recycling
- o Circular economy

Under the umbrella programme of Project Phoenix, ensure the rapid step change in the delivery of Environmental Services in Harrow with a vision to achieve cost neutrality in the Community Directorate by 2020

- To work with the Portfolio Holder for Finance & Commercialisation on relevant commercial opportunities within the Portfolio
- Increase Market share in areas currently traded
- Trade activities that are currently not traded
- Deliver services that would not only be cost effective but deliver qualitative outcomes as well.

To be responsible for the development and delivery of the Council's Community Safety functions,

- To oversee the development and implementation of the Crime & Disorder Reduction Strategy (including Community Safety)
- To oversee Police relationships, including Safer Neighbourhoods Teams
 - To oversee the commissioning and support of Harrow's approach to the misuse of drugs, alcohol and crime reduction
 - Working with the Community Safety Partnership and through the Safer Harrow Board, lead on the coordination and the delivery of the:-
 - o Harrow Community Safety Strategy
 - o Youth Justice Plan
 - o Gangs Strategy
 - o Prevent Action Plan

- o **Domestic and Sexual Violence Strategy Group**
- o **Youth Offending Team Management Board**
- o **Early Intervention Panel**
- o **Anti-Social Behaviour Action Group**
- o **Gangs Group**
- o **Multi-Agency Sexual Exploitation Meeting (MASE)**
- o **Drug and Alcohol Services**
- o **Suicide Prevention**

Portfolio Holder – Children, Schools and Young People

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 **lead on** the strategic development and delivery of all aspects of Children’s Services including:
 - o Safeguarding, Family Placement and Support
 - o Young People’s Services
 - o Special Needs Services
 - o Integrated Early Years and Community Services
 - o **Youth Offending Team and their interface with the Youth Justice Board**
- To Chair the Children’s Trust Board and 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 sit on the Health & Well-Being Board**
- To promote corporate parenting responsibilities for children looked after, **the performance of the Virtual School** and representation on the Fostering Panel and Adoption Permanence Panel
- To oversee the Commissioning and monitoring of Children’s Health Services including Child and Adolescent Mental Health Services from health service providers, as well as community and voluntary organisations, **in conjunction with the Portfolio holder for Health, Equality & Well-Being**
- 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 be responsible for the Council’s robust safeguarding measure for children, including on Child Sexual Exploitation and domestic Violence affecting children**

- To consult, liaise and maintain positive links with the local Youth Parliament and Harrow members of the UK Youth Parliament
- To develop and implement policies, strategies and procedural arrangements in line with statutory requirements for the provision of the Council's social services functions for young people
- To lead on the commissioning and contracting arrangements for the provision of services within the council and jointly with other partner agencies
- To lead on the quality assurance and inspection functions
- To be responsible for the Council's Multi-Agency Protection Arrangements
- To lead on partnership with the Health Service in relation to Children
- Work with the Children's centres to introduce a scheme to reduce childcare costs for residents and Council employees
- **Jointly lead with the Portfolio Holder for Adults & Older People to develop the Council's vision to have a lifelong approach to support for residents with Special Educational Needs**
- **To work with the Portfolio Holder for Finance & Commercialisation on relevant commercial opportunities within the Portfolio**
- **To ensure that the Council is meeting its commitments and strategies within the Portfolio, as set out in the Corporate Plan**
- **Lead on developing upcoming policy and existing policy within the Portfolio**
- **The provision of another residential facility for children with severe disabilities**

Schools

- **To oversee the School Expansion Programme**
- 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
 - Academies
 - Colleges
 - Achievement and Inclusion
 - Ethnic Minority Achievement Service
 - Harrow Tuition Service, **including the Helix**
 - Children's Centres
 - Education Business Partnership
 - Governor Services
 - Education Welfare Services
 - Harrow Schools Improvement Partnership
 - Admissions and Place Planning
 - School Organisation
- To develop and maintain high quality relationships are built with all statutory and voluntary sector partners with particular emphasis on schools

- To be responsible for the development, promotion and implementation of the following:
 - Harrow 14-19 Strategy
 - Student Advisory Group
 - School's Forum
 - Stakeholder Reference Group
 - Education Services Consultation Forum
- 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 be responsible for education strategies to support the Narrowing the Gap agenda including achievement, attendance, behaviour and exclusion issues
- To be responsible for 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 discharge the Local Authority's responsibilities for the appointment of Local Authority Governors and dealing with complaints against them
- To consult, and liaise 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
- Jointly with relevant Portfolio Holders to oversee the development of a strategy for social inclusion
- To ensure the development and maintenance of positive links and partnerships with local agencies, organisations and businesses to support the development of schools in Harrow
- To ensure the development and maintenance of positive links and partnerships with local agencies, organisations and businesses to support the development of training and apprenticeships in Harrow
- To work closely with the Portfolio Holder for Community, Culture and Resident Engagement on the provision of sport & recreation through schools and the youth service

Portfolio Holder - Performance, Corporate Resources & Customer Services

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 back with progress made on key issues to Cabinet
 - To support Improvement and Commissioning Boards across all Council services
 - To be responsible for 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 lead on the Council's Performance Management Framework and the Corporate Improvement Boards to ensure the Council is performing to its full potential
- **To work with the Portfolio Holder for Finance & Commercialisation on relevant commercial opportunities within the Portfolio**
- **To ensure that the Council is meeting its commitments and strategies within the Portfolio, as set out in the Corporate Plan**
- **Lead on developing upcoming policy and existing policy within the Portfolio**
- Policy
 - Working with officers and liaising with the Leader and relevant Portfolio Holders to Design, Develop and Implement policy proposals
- Customer Services
 - To lead on all matters relating to Access Harrow, Customer Care and Complaints
 - To oversee the management and implementation of the Customer Access Strategy
 - **Working on developing a range of points of access for residents wishing to contact with the Council**
 - **Lead on the increase in customer services standards**
 - **Maximise any online channel shift opportunities**
- IT
 - To ensure the development and maintenance of a coherent IT strategy
 - To ensure the effective delivery of IT services through the contract with **Sopra Steria until 2019**
 - To ensure that disaster recovery arrangements are developed, implemented and maintained
 - To ensure that the Council has effective information management and information security arrangements
 - To ensure that access to pay day loan websites are banned from all our libraries and properties, ensuring they can't prey on Harrow's most vulnerable residents
- Human Resources & Development
 - To oversee all Human Resources matters including recruitment, learning and development, performance management, employment policies and procedures, employee relations and equal opportunities
 - To develop and deliver the Council's Strategy for People
 - To lead on the Council's relations with its Trades Unions
 - To chair the Council's Employee Consultative Forum (ECF) or equivalent body
 - Encourage and support flexible working so parents and carers can fit work around their family life
 - To preside over the Council's arrangements for health and safety and welfare
- Shared Services
 - 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 ensure the delivery of SAP support services
- To ensure the delivery of other shared services such as cashiers, post, print, scanning and indexing services
- To ensure the delivery of the financial assessments service for social care clients
- Legal & Governance
 - To expand and develop of the shared legal practice
 - To oversee the conduct of litigation by or against the Council
 - To oversee the Corporate Governance of the Council in line with the Constitution
 - To ensure the delivery of the Registry Office services
 - To oversee the support for the Mayor's office
 - To oversee member development and training
 - To oversee Democratic Services and Committees
 - To oversee Electoral Services

Portfolio Holder – Community, Culture & Resident Engagement

To be responsible for the development and delivery of the Council's Community and Cultural Services, including:

- **To be responsible for the development and delivery of the council's community and cultural services**
- To lead on the liaison with the voluntary and community sectors
- **To work with all Portfolio Holders to ensure that the Council is working with and supporting the local voluntary & community sector in bidding for grants money and investment into Harrow from Government, not for profit organisations or private sources**
- To ensure that **the anniversary of all** 4 years of the of the First World War are commemorated
- To **develop** 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, **including support for the Harrow Arts Centre Project**
 - Sports **development**, Leisure, **Playing Fields** & Recreation services
 - The Harrow Museum and Headstone Manor
 - Community Engagement and Development Strategy
 - Community Premises and Grants Applications
 - Community Learning
 - External Service Providers
 - **Support on the regeneration project on the Harrow Leisure Centre site**
- To lead on the effective development and implementation of the following key plans and strategies:

- Cultural Strategy **and regeneration**
 - 'Third Sector' strategy
 - **Preside over the refreshed 2016 voluntary sector strategy**
- Working with the Portfolio Holder for Health, Equality & Wellbeing to ensure that sport and physical activity plays its part in bringing communities together, whilst helping to keep Harrow healthy
 - **Work with community representatives on the PREVENT programme, in conjunction with Portfolio Holders for Children's, Schools & Young People and for Adults & Older People**
 - To lead, monitor, have oversight of policy/ strategy and provision regarding community cohesion and social inclusion
 - Work with the voluntary sector to empower and inspire local people to build upon the many assets that exist at the heart of all our communities
 - Develop and implement improved arrangements for consultation and participation with residents and service users in decision making and the development of key statutory plans and local community plans **adhering to the Council's consultation standards,**
 - Develop and implement a programme of consultation and engagement with all of Harrow's communities and local residents about the choices we face and the decisions we will have to make in dealing with unnecessary Tory government cuts to Harrow Council
 - **Lead on the 'Resident Engagement' work and the introduction of new engagement and involvement projects**
 - **Support on the work developing and enhancing Councillor led local community improvement schemes**
 - **To work with the Portfolio Holder for Finance & Commercialisation on relevant commercial opportunities within the Portfolio**
 - **To ensure that the Council is meeting its commitments and strategies within the Portfolio, as set out in the Corporate Plan**
 - **Lead on developing upcoming policy and existing policy within the Portfolio**