

## **Terms of Reference and Delegation of Duties to the Cabinet and Portfolio Holders**

### **Executive (Cabinet)**

The Cabinet is responsible for the following functions:

- (1) Development of proposals for the budget (including the capital and revenue budgets, the fixing of the Council Tax Base, and the level of Council Tax) and the financial strategy for the Council;
  - (2) Monitoring the implementation of the budget and financial strategy;
  - (3) Recommending major new policies (and amendments to existing policies) to the Council for approval as part of the Council's Policy Framework and implementing those approved by Council;
  - (4) Preparation and agreement of other policies and plans for implementation by Portfolio Holders and others;
  - (5) Approval and management of the Council's Capital Programme and Strategy;
  - (6) All key decisions – namely:
    - (i) an executive decision which is likely to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the budget for the service or function to which the decision relates; or
    - (ii) an executive decision which is likely to be significant in terms of its effects on communities living or working in an area of two or more wards of the Borough.
- A decision is significant for the purposes of (i) above if it involves expenditure or the making of savings of an amount in excess of £1m for capital expenditure or £500,000 for revenue expenditure or, where expenditure or savings are less than the amounts specified above, they constitute more than 50% of the budget attributable to the service in question.
- (7) Award of contracts over £500,000 and all matters reserved to the Executive under the Contract Procedure Rules
  - (8) Virements between budgets as required by the Financial Regulations;
  - (9) Making all non-key decisions which either fall outside Cabinet policy or agreed Executive guidelines, or have been referred to the Executive by the relevant Portfolio Holder or Corporate Director;
  - (10) Determination of recommendations and references from the Council or any of its Committees or sub-committees and which the Cabinet considers are appropriate for collective decision;
  - (11) Approval of HRA Rents.

## **Role and Areas of Responsibility of Portfolio Holders (Cabinet Members)**

### **General Responsibilities**

(1) All Portfolio Holders are responsible for the effective management and delivery of executive functions within their area of responsibility and within the following framework:

- The Council's overall strategic, corporate and policy objectives and all statutory and other plans and strategies approved by the Council the approved revenue and capital budgets
- The law and the Council's Constitution
- The decisions made at full meetings of the Cabinet.

(2) All Portfolio Holders share the responsibility for ensuring:

- The development, co-ordination, promotion and implementation of the Council's statutory plans and strategies and for the setting of the Council's Objectives;
- That the Council delivers value for money in all that it does;
- The delivery of Public Health responsibilities;
- The oversight, development, monitoring and promotion of all executive services provided by the Council within the appropriate performance management framework;
- That suitable and proper arrangements are made for the procurement, development, monitoring and promotion of all services relating to executive functions, which are provided under contract to the Council;
- The promotion of the interests of the Borough, and of all the residents, businesses, other organisations and stakeholders within Harrow;
- That the Council takes a community leadership role across the public, voluntary and business sectors involving the development of good and effective working links with all sectors;
- The promotion and implementation of an effective equal opportunities policy;
- The promotion of services which are sustainable, improve community cohesion and community safety, make for more open government, provide opportunities for resident participation in delivering outcomes and include new methods of community engagement;
- That proper arrangements are made for consultation and participation with residents and service users in decision making;

## **The Leader of the Council and Portfolio Holder for Strategy, Regeneration, Partnerships and Devolution**

The Leader of the Council shall have the following responsibilities:

- When present to chair meetings of the Cabinet;
- Appoint and dismiss Portfolio Holders and the Deputy Leader
- Appoint to and dismiss from committees of the Cabinet
- Determine from time to time the roles and areas of responsibility of Portfolio Holders
- In the absence of a Portfolio Holder, or on written notice to that Portfolio Holder, to exercise any of that Portfolio Holder's functions him/herself or arrange the discharge of those functions by another Portfolio Holder or a Corporate Director
- Champion the Borough locally, nationally, and internationally and act as an advocate for its residents
- Work with the Government to maximise opportunities for devolution, proper funding and growth
- Lead the development and implementation of the Council's Corporate Plan and Budget
- Lead the Council's Strategy to address all forms of inequality
- Lead the Council's response and recovery from COVID-19
- To be responsible for the strategic direction of regeneration and the development of local and regional plans;
- Liaise with Government Departments, the Greater London Authority, London Councils, West London Alliance and other local, sub-regional and public bodies
- Champion the Council's media relations and promote its brand and reputation
- Ensure that the decisions and activities of the Council comply with the highest possible ethical standards and that all Members of the Council adhere to the Code of Conduct.

## **Deputy Leader of the Council**

The Deputy Leader of the Council shall have overall responsibility for:

- Undertaking the responsibilities and delegated powers of the Leader of the Council, to the extent permitted by the Constitution, in the absence of the Leader;
- The chairing of meetings of the Executive in the absence of the Leader of the Council.

## **Portfolio Holder - Adults and Social Care**

To be responsible for the development and strategic direction of the Council's Adults Social Care functions and Carers, including:

- Championing the safeguarding of vulnerable adults;
- Overseeing compliance with both relevant statutory duties and performance targets;
- Working in partnership with service inspectors, health bodies, the voluntary sector and service clients;
- Championing service projects including commercialisation opportunities;
- Representing service interests on the Health & Well-Being Board;
- Supporting the joint commissioning of services;
- Promoting mental health and wellbeing across the Council.

### **Portfolio Holder for Community Cohesion, Crime and Enforcement**

To be responsible for the strategic direction and promotion of community cohesion, tackling crime and enforcement in the borough including:

- Working with community groups, and statutory agencies to both maintain and improve community cohesion and community safety, reduce crime, mitigate its effect and reduce fear of crime including hate crime;
- Champion the Council's commitment to social inclusion and fairness and Representation on appropriate partnerships, boards and groups;
- To be responsible for all associated Public Protection and enforcement activity, including; PSPOs, Selective Licencing, Fly-tipping, Environmental Health, and tackling rogue and irresponsible landlords,
- Tackling Domestic Violence and Abuse, and supporting survivors

### **Portfolio Holder for Community Engagement, Accessibility & Customer Services**

- Ensuring residents and stakeholders are being appropriately consulted and involved in in the Council's decisions, plans and activities
- Ensuring the Council works with community groups, the voluntary sector and statutory agencies particularly when addressing issues such as poverty and health inequality.
- Overseeing Access Harrow and service accessibility

### **Portfolio Holder for Environment and Climate Change**

To be responsible for the development and strategic direction of the Council's environment services and climate change, including:

- Refuse, Waste Reduction and Recycling
- Energy, Fuel Poverty and Climate Change
- Road safety, street scene, Major traffic infrastructure and Transportation
- Overseeing compliance with relevant statutory duties and performance targets;
- Championing service projects including commercialisation opportunities;
- Developing the role of community champions;
- Supporting the joint commissioning of services;

### **Portfolio Holder for Equalities and Public Health**

To be responsible for the development and strategic direction of the Council's equalities and Public Health functions, including:

- Supporting the development of the Council's equalities framework and monitor progress to drive improvement and ensuring the Council promotes equality of opportunity in all of its work.
- Overseeing compliance with both relevant statutory duties and performance targets within Public Health;
- Developing policies to tackle Health inequalities and Poverty within Harrow.

### **Portfolio Holder for Finance and Resources**

To be responsible for the financial strategy of the Council, including

- Developing and promoting its annual and long term budgets and policy frameworks including those for the housing revenue account;
- Ensuring financial controls and processes are effective;

- Keeping under review fees and charges levied by the Council;
- Championing effective risk management and business continuity activity;
- Promoting commercial opportunities;
- Ensuring coherent strategies for People and IT are adopted and implemented;
- Leading on Council transformation
- Ensuring the Council has effective processes to monitor and manage the performance of its services;
- Overseeing the procurement, management and extension of major contracts (ie over £1m pa) and the settlement of claims against the Council over £1m.

### **Portfolio Holder – Housing**

To be responsible for the development and strategic direction of the Council's housing services including:

- Ensuring the viability and cost effectiveness of the Housing Revenue Account;
- To provide new Council homes and develop partnership's with other housing providers for affordable homes
- To engage and listen to tenants and leaseholders to enhance and improve housing services
- To adequately fund the repair and improvement of Council homes
- The development of a Harrow 'Charter of Rights' for private renters to raise housing standards
- To reduce the number of homeless people

### **Portfolio Holder – Business, Property and Leisure**

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

- Liaising with local and national government bodies and the business community;
- Protecting Harrow's built heritage and green spaces;
- Small Business support and business relationships
- Economic Regeneration and Inclusive Economy
- Ensuring the effective management of the Council's property assets, with specific authority to acquire or dispose of land up to £250k (other than at less than best consideration);
- Ensuring good governance in the Council, including overseeing the Legal & Governance Services Directorate;
- Overseeing the development of cultural and heritage activities in the Borough;
- Ensuring residents have appropriate training and development opportunities and benefit from employment opportunities in the Borough.

### **Portfolio Holder for Education and Social Services for Children and Young People**

To be responsible for the development and implementation of strategy for the delivery of high standards of service in Education and Social Care for children and young people in the Borough including:

- To oversee compliance with statutory duties, targets and reporting requirements
- To maintain a high level of Safeguarding standards for children and young people.
- To be responsible for thoughtful commissioning of services and oversight of contractual arrangements; promoting close partnership working within the

community, with Harrow schools, governing bodies, the voluntary sector and the Health Service.

- To promote equality of access to education and to social services for all children and young people in Harrow.
- To represent Harrow in pan London policy discussions with Portfolio Holders for Children's services on promoting improvements to services for children and young people across London.