

**APPENDIX 4****The Executive and Portfolio Holders**

The following persons are appointed to the Executive.

- The Leader of the Council, Councillor Chris Mote
- The Deputy Leader of the Council, Councillor David Ashton
- Councillor Marilyn Ashton
- Councillor Camilla Bath
- Councillor Christine Bednell
- Councillor Eileen Kinnear
- Councillor Janet Mote
- Councillor Paul Osborn
- Councillor Anjana Patel
- Councillor Eric Silver

**Portfolio Holders**

The following Executive Members have decision-making powers and are given the portfolios listed below:

<u>Executive Member</u>	<u>Name of Portfolio</u>
1. Councillor Chris Mote	Leader (Strategic Overview, External Affairs & Property)
2. Councillor David Ashton	Deputy Leader (Finance and Business Matters)
3. Councillor Marilyn Ashton	Planning, Development & Enterprise
4. Councillor Camilla Bath	Housing
5. Councillor Christine Bednell	Lifelong Learning, Cultural Services and Issues Facing Older People
6. Councillor Eileen Kinnear	Urban Living – Community Safety and Public Realm
7. Councillor Janet Mote	People First – Children’s Services
8. Councillor Paul Osborn	Legal Services and Issues Facing Young People
9. Councillor Anjana Patel	Community Development
10. Councillor Eric Silver	Adult Community Care Services and Issues Facing People with Special Needs

**TERMS OF REFERENCE AND DELEGATION OF  
DUTIES TO THE CABINET, PORTFOLIO HOLDERS, ADVISORY PANELS AND  
CONSULTATIVE FORUMS**

**THE EXECUTIVE (CABINET)**

**Responsibility of the Cabinet**

The Executive as a whole will have responsibility for the following functions:

- (a) The 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;
- (b) The monitoring of the implementation of the budget and financial strategy;
- (c) To recommend major new policies (and amendments to existing policies) to the Council for approval as part of the Council's Policy Framework and implement those approved by Council;
- (d) To prepare and agree other policies and plans for implementation by Portfolio Holders and others (e.g. HR Strategy, Housing Investment Programme);
- (e) The approval of the Service Review programme and of the implementation plans emerging from those reviews;
- (f) The approval and management of the Council's Capital Programme/Capital Strategy;
- (g) The making of appointments to outside bodies;
- (h) All other key decisions – namely:
  - a 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 Council's budget for the service or function to which the decision relates; or
  - 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;
- (i) The award of contracts over £500,000 and all matters reserved to the Executive under the Contract Procedure Rules;
- (j) All decisions, which are expected to result in variations to, agreed revenue or capital budgets;
- (k) Agreement to all virements between budgets within the permissible limits set by the Budget and Policy Framework Rules;
- (l) To determine all non-key decisions which fall outside the current Executive policy or agreed Executive guidelines;

- (m) To determine all non-key decisions referred to the Executive by the relevant Portfolio Holder;
- (l) To determine all recommendations and references from the Council or any of its Committees or sub-committees and which the Executive considers are appropriate for collective decision;
- (o) The approval of HRA Rents;
- (p) Quarterly to act as the Partnership Board overseeing strategic performance issues.

### **Role and Areas of Responsibility of Portfolio Holders**

#### **General Responsibilities**

- (a) All Portfolio Holders have the general responsibility of ensuring 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 statutory and local obligation to ensure Best Value
  - the approved revenue and capital budgets
  - the law and the Council's Constitution
  - the decisions made at full meetings of the Cabinet.
- (b) 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.
  - 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 a community leadership role is taken by the Council 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 opportunity policy in relation both to the employment of staff by the Council and the delivery of services by the Council and other agencies.

- the promotion of services which are sustainable, improve community safety, make for more open government and include new methods of community engagement.
- proper arrangements for consultation and participation with residents and service users in decision making and the development of key statutory plans and local community plans.

**The Leader of the Council and  
Portfolio Holder for Strategic Overview, External Affairs & Property**

The Leader of the Council shall have the following responsibilities:

**(A) Corporate Matters**

- When present to chair meetings of the Executive;
- Lead the development and implementation of the Council's statutory and other plans and strategies including:
  - the Council's corporate priorities, corporate plan and objectives,
  - the needs of the Borough and local communities on matters of comprehensive, corporate and strategic importance,
  - the Council's overall performance
- Oversee the allocation of resources to implement the Council's plans and strategies and to meet the Council's objectives;
- Take responsibility for the review of the pay and conditions of Chief Officers;
  
- Liaise on behalf of the Council with Government Departments, the Greater London Authority and other local and public bodies;
- Respond to Central Government, the Greater London Authority and Local Authority Associations' consultation exercises and to requests for information and to any other consultation papers and to request for information.

**(B) Legal Services**

Jointly with the Portfolio Holder for Issues Facing Young People to:

- Oversee the arrangements and overall budgets of the Members' Secretariats;
- Oversee the conduct of litigation by or against the Council, and major contracts entered into by the authority;
- Make proposals for the appointment of Councillors or other persons on outside bodies as representatives of the Council;
- Make proposals to Council for the setting of the levels of Councillor allowances and expenses;

**Communications**

- Oversee the arrangements for the marketing and promotion of Harrow and for meeting the local and national press, television and radio;
- Liaise with the Manager of the Communications on the content of the Borough publications and electronic communications

**(C) Corporate Governance**

- Oversee the programme for Member development;
- Keep under review and make proposals for changes to the Constitution;
- Oversee the arrangements for all civic and ceremonial matters.

**(D) Property**

- To maintain an overview of and develop a strategy for the management of the Council's property portfolio;
- To authorise the acquisitions or disposals of any interests in land holdings up to the value of £250k other than disposal at less than best consideration or to make any decision or otherwise respond to any request in relation to the Council's interests in land.

**The Deputy Leader of the Council and  
Portfolio Holder for Finance and Business Matters**

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

**(A) Corporate Matters**

- 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.

**(B) Financial And Business Strategy**

- With the Leader, to develop and maintain a coherent, sustainable financial strategy for Harrow;
- Ensure that the development of proposals for and consultation on the Annual budget takes place within the requirements of the Budget and Policy Framework Rules and good corporate governance practice;
- To overview the development of clear systems and structures for budget development, management and monitoring;
- Bring forward proposals for the annual review of charges made by the Council;

- 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;
- Ensure that the Council has effective risk management and internal control systems and processes in place;
- Lead on health and safety matters;
- Develop the Council's procurement strategies and support of and interactions with local businesses;
- Overseeing the corporate framework for the allocation of all grants aid and other forms of funding;
- Emergency planning.

**(C) People Performance And Policy**

- Develop and oversee the Council's response to Service Reviews and ensure that council services demonstrate continuous improvements, and propose the annual programme of Service Reviews;
- Monitor the programme of Service Reviews and the subsequent implementation plans;
- To overview the Council's approach to the Local Area Agreement;
- Oversee the management processes of the Council and to keep under review the management structure of the Council, in order to ensure their effective contribution to the provision of effective and high quality services;
- Work closely with Overview and Scrutiny Committees to ensure continuous improvement in Harrow services;
- To oversee the development of staff learning and development;
- Lead on all human resources matters including employee consultation, equal opportunities in relation to employees of the Council;
- Ensure the development and maintenance of a coherent human resources strategy for the Council and its workforce;
- Promote a corporate framework for performance management and service planning and to keep the framework under review;
- To overview the Council's approach to comprehensive performance assessment and other performance related initiatives;
- To make reports to the Executive on the performance of services;
- Developing and implementing the Community Strategy;

- To lead on all matters relating to the Harrow Strategic Partnership and Stakeholder Forums in the context of the Local Strategic Partnership;
- Developing partnerships and working arrangements with other agencies and service providers to produce beneficial outcomes for people living, working and visiting Harrow;

**(D) Business Transformation Partnership & IT and Access Harrow**

- To oversee all matters relating to the Transformation Partnership;
- Oversee the implementation of e-government.

**(E) Business Services**

- Ensure that the Council has effective procedures for the recovery of all income owed to it and payment of its creditors;
- Ensure the effective administration of Housing Benefits, Council Tax and National Non-Domestic Rate.

**Portfolio Holder for Planning, Development and Enterprise**

**Planning Development and Strategy**

- To be responsible for the development and delivery of the Council's planning, economic development and regeneration functions, including:
  - The preparation and implementation of the Local Development Framework;
  - The preparation and implementation of the Economic Development Strategy;
  - The preparation and implementation of the Town Centre Development Strategy;
  - The preparation and implementation of the Town Centre Management Strategy;
  - Site specific and area based development and regeneration proposals and initiatives;
  - To oversee the performance of the Planning and Building Control services in relation to national targets;
  - To ensure that all aspects of the services' work involves appropriate and effective community engagement.
- Act as the Member level 'Design and Heritage Champion' for the Authority

**Portfolio Holder for Housing**

- To be responsible for the development and delivery of the Council's housing services, including:
  - accommodation provision for households in need, through Council provision or in consort with Housing Associations and developers;
  - temporary accommodation for those in urgent need or who are homeless;
  - management of Council housing stock, shops, garages and making proposals for rental charges;
- To oversee the development and implementation of policies and strategies for the provision and improvement of housing in the Borough;
- The maintenance and improvement of the Council's housing stock;
- Jointly with other Portfolio Holders to develop a strategy for social inclusion by identifying strategies to support social inclusion in the provision of local housing;
- The development and delivery of services to Council tenants;
- Promotions of satisfactory standards in housing accommodation in the private sector and enforcement actions as appropriate;
- Proposals for the assessment of future housing needs within the Borough.

**Portfolio Holder for Lifelong Learning, Cultural Services and Issues Facing Older People****(A) Lifelong Learning and Cultural Services**

- To oversee the provision of the following Group services:
  - Sports and Culture Services
  - Community and Area Development Services
  - Lifelong Learning Services
  - Library Services
- To develop, promote and implement policies and actions for the provision of the following service areas:
  - Adult and Community Learning
  - Sports & Leisure
  - Arts
  - Music
  - Teacher's Centre
  - Extended/Community Schools
  - Family Learning
  - Voluntary/community/faith sector development
  - Community events
  - Area based initiatives
  - Housebound and Schools library service



- Work Experience and Business Partnership
- To oversee the monitoring, development and inspection of the Council's Cultural Services (as defined by CPA), namely:
  - Sports & Leisure
  - Arts
  - Music
  - Libraries
  - Tourism
  - Heritage
  - Parks & Open Spaces
- To ensure that development and maintenance of positive links and partnerships with local agencies, organisations and businesses to support the delivery of these services;
- To ensure that the statutory responsibility for the provision of a Library Service is maintained;
- To oversee the promotion and development of positive links, joint working arrangements and partnerships with the voluntary, community and faith sectors, reflecting the full diversity of the borough;
- To oversee the monitoring & development of major Service Level Agreements with key external delivery agencies including:
  - Arts Culture Harrow
  - Leisure Connections
  - Harrow Young Musicians

## **(B) Issues Facing Older People**

### **General Responsibilities**

- To act as the Member champion for older people;
- Challenging all services to respond effectively to the needs of older people;
- Work with other Portfolio Holders in the development of strategies and policies for older people;
- Leading on the Council's engagement with older people;
- Ensuring the Council manages performance in and delivery of Value for Money in its services to older people;
- Representing the Council as appropriate with partners including voluntary and community organisations, businesses, public services;
- Work with other Portfolio Holders on the preparation for inspections and external assessments which focus on the whole Council's services to older people;
- Ensuring the Council is an attractive employer for older people;

- Ensuring the vision the Borough in its Community Strategy and other key strategies considers the needs of older people;
- Ensuring the needs of older people are considered in the Council's communication and marketing activity;
- Work with other Portfolio Holders and the Overview & Scrutiny Committee and its Sub-committee in all activities to ensure the Council have an integrated programme of work relating to older people;
- Lead service reviews to ensure continuous improvement of the Council's services for older people.

#### **Specific Responsibilities**

- To have an overview of Older Person's Reference Group (HSP)

#### **Portfolio Holder for Urban Living – Community Safety and Public Realm**

##### **(A) Community Safety**

- The development of the Council's response to crime, substance abuse and associated issues and the maintenance of good working relationships with other agencies to secure safe living and working environment within the Borough;
- The development, oversight and implementation of policies and strategies and the monitoring of environmental and public protection services including:
  - environmental and health promotion;
  - consumer advice and trading standards;
  - food, health and hygiene;
  - noise and other forms of pollution;
  - cemeteries and crematorium.

##### **(B) Public Realm Infrastructure**

- To oversee the development and maintenance of positive links and partnerships with local environment and transport agencies, other organisations and businesses to improve the environment and transport services within Harrow;
- To ensure the effective and efficient organisation, management and sustainable use of resources under the environment and transport portfolio;
- To develop and implement policies relating to Highways, traffic management, transport and road safety;

##### **(C) Public Realm Services**

- The development, oversight and implementation of policies and strategies and the monitoring of the following services:
  - Environmental maintenance and cleansing including waste collection and disposal;
  - Services provided by the Council's Direct Service Organisation;

- Town Centres, street environment and street trading.

**(D) Urban Living Strategy**

- To further the objectives of Agenda 21;
- To oversee the development and review of strategies and plans relevant to the Urban Living – Public Realm portfolio;
- Jointly with other Portfolio Holders to link social inclusion objectives to regeneration and other corporate and communities strategies.

**Portfolio Holder For People First - Children's Services**

**(A) Children's Services**

- To be the lead member for Children's Services;
- To support education strategies addressing education achievement and attendance and exclusion issues;
- 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 the Commission for Social Care Inspectorate;
- To oversee consultation, liaison or other partnership arrangements on education matters with the School Organisation Committee, the Standing Advisory Committee on Religious Education, staff, parents, governing bodies, pupils, Government Departments, unions and other interested parties;
- To oversee and promote the corporate parenting responsibilities of the whole Council for children looked after;
- Commissioning responsibilities with Health for:
  - Child and Adolescent Mental Health Services
- To oversee the provision of the following services:
  - Achievement and Inclusion Services
  - Youth Services
  - Early Years & Childcare Services (in conjunction with the Early Years Development and Childcare Partnership).
  - Student Support
  - Education Support Services
  - Governor Support
  - Special Educational Needs
- The direct provision for Children's Services including children's safeguarding;
- Jointly with other Portfolio Holders to develop a strategy for social inclusion by assessing and identifying strategies to address education achievement, attendance and exclusion issue;

- To oversee the development and review of the Children and Young Persons Plan

**(B) People First Strategy**

To develop, promote and implement policies, strategies and procedural arrangements for the provision of the following functions:

- education in schools including SEN
- youth and connexions services
- early years and childcare services (in conjunction with the Early Years Development and Childcare Partnership)
- To ensure that development and maintenance of positive links and partnerships with local agencies, organisations and businesses to support the delivery of these services.
- 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;
- To oversee and monitor the development and provision of health services with health service bodies and community and voluntary organisations;
- To oversee the commissioning and contracting arrangements for the provision of services within the service and also jointly with other partner agencies.
- To oversee the regulating and inspection functions.

**Portfolio Holder for Legal Services and Issues Facing Young People**

**(A) Legal Services**

Jointly with the Portfolio Holder for Strategic Overview and External Affairs to:

- Oversee the arrangements and overall budgets of the Members' Secretariats;
- Oversee the conduct of litigation by or against the Council, and major contracts entered into by the authority;
- Make proposals for the appointment of Councillors or other persons on outside bodies as representatives of the Council;
- Make proposals to Council for the setting of the levels of Councillor allowances and expenses;

**Communications**

- Oversee the arrangements for the marketing and promotion of Harrow and for meeting the local and national press, television and radio;
- Liaise with the Manager of the Communications on the content of the Borough publications and electronic communications

**(B) Issues Facing Young People****General Responsibilities**

- To act as the Member champion for younger people;
- Work with other Portfolio Holders on developing strategies and policies for younger people;
- Challenging all services to respond effectively to the needs of younger people;
- Leading on the Council's engagement with younger people;
- Ensuring the Council manages performance in and delivery of Value for Money in its services to younger people;
- Representing the Council as appropriate with partners including voluntary and community organisations, businesses, public services;
- Work with other Portfolio Holders on the preparation for inspections and external assessments which focus on the whole Council's services to younger people;
- Ensuring the Council is an attractive employer for younger people;
- Ensuring the vision the Borough in its Community Strategy and other key strategies considers the needs of younger people;
- Ensuring the needs of younger people are considered in the Council's communication and marketing activity;
- Work with other Portfolio Holders and the Overview & Scrutiny Committee and its Sub-committee in all activities to ensure the Council have an integrated programme of work relating to younger people;
- Work with other Portfolio Holders on service reviews to ensure continuous improvement of the Council's services for younger people.

**Specific Responsibilities**

- Work with other Portfolio Holders on the development and review of Children and Young Person's Plan

**Portfolio Holder for Community Development****(A) General Responsibilities**

- To act as the Member champion for community equality;
- Work with other Portfolio Holders on developing strategies and policies for community equality;
- Challenging all services to respond effectively to the needs of the community;

- Leading on the Council's engagement with the community;
- Ensuring the Council manages performance in and delivery of Value for Money in its services to the community;
- Representing the Council as appropriate with partners including voluntary and community organisations, businesses, public services;
- Work with other Portfolio Holders on the preparation for inspections and external assessments which focus on the whole Council's services to the community;
- Ensuring the vision the Borough in its Community Strategy and other key strategies considers the needs of the entire community;
- Ensuring the needs of the community are considered in the Council's communication and marketing activity;
- Work with other Portfolio Holders and the Overview & Scrutiny Committee and its Sub-committee in all activities to ensure the Council have an integrated programme of work relation to the community;
- Work with other Portfolio Holders service reviews to ensure continuous improvement of the Council's services to the community.

**(B) Specific Responsibilities**

- Taking the lead within the Executive in promoting and developing the Authority's equal opportunities policies;
- To develop and monitor with other Portfolio Holders the equalities impact charges;
- To promote good community relations within the Borough;
- Jointly with other Portfolio Holders to develop a strategy for social inclusion by:
  - Auditing the public's need for advice and identifying gaps in the provision;
  - Assessing the effectiveness of anti-poverty strategies and preparing strategies to address shortfall;
  - Developing a holistic social inclusion strategy;
- To oversee the support for and operation of key community fora:
  - Cultural Strategy Forum
  - Black History Month (as part of Harrow Culture Month)
  - Community Cohesion Management Group
  - Harrow Earthquake Relief Action Group
- The oversee the promotion, development and co-ordination of community development with other Portfolio Holders, promoting good community relations within the Borough, strengthening community cohesion.

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**Portfolio Holder for Adult Community Care Services and Issues Facing People with Special Needs****(A) Adult Community Care Services**

- To be the lead member for Adult Community Care Services;
- 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 Commission for Social Care Inspectorate;
- To oversee the protection of vulnerable adults;
- To oversee the development and implementation of Supporting People;
- The direct provision for Community Care Services;
- Commissioning responsibilities with Health for:
  - Mental Health Services
  - Learning Disability Services
  - Older People and Physical, Sensory and Disability Services
  - Carers

**(B) Issues Facing People with Special Needs****General Responsibilities**

- To act as the Member champion for people with special needs;
- Work with all Portfolio Holders on developing strategies and policies for people with special needs;
- Challenging all services to respond effectively to the needs of the people with special needs;
- Leading on the Council's engagement with people with special needs;
- Ensuring the Council manages performance in and delivery of Value for Money in its services to people with special needs;
- Representing the Council as appropriate with partners including voluntary and community organisations, businesses, public services;
- Work with other Portfolio Holders on the preparation for inspections and external assessments which focus on the whole Council's services to people with special needs;
- Ensuring the vision the Borough in its Community Strategy and other key strategies considers the needs of the people with special needs;
- Ensuring the needs of the community are considered in the Council's communication and marketing activity;

- Work with other Portfolio Holders and the Overview & Scrutiny Committee and its Sub-committee in all activities to ensure the Council have an integrated programme of work in relation to people with special needs;
- Work with other Portfolio Holders on service reviews to ensure continuous improvement of the Council's services to people with special needs.

**Specific Responsibilities**

- Ensure the Council has effective arrangements to promote the take-up of welfare benefits across the Borough;
- Work with other Portfolio Holders to overview the work of the Council with its learning disability and physical disability partners;