

**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) The approval of the Efficiency 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) 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;

A decision is significant for the purposes of (g) above if it involves expenditure or the making of savings of an amount in excess of £500,000 for capital expenditure or £100,000 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.

- (h) The award of contracts over £500,000 and all matters reserved to the Executive under the Contract Procedure Rules;
- (i) All decisions, which are expected to result in variations to, agreed revenue or capital budgets;
- (j) Agreement to all virements between budgets as set by the Financial Regulations;
- (k) To determine all non-key decisions which fall outside the current Executive policy or agreed Executive guidelines;
- (l) To determine all non-key decisions referred to the Executive by the relevant Portfolio Holder;
- (m) 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;
- (n) The approval of HRA Rents;

- (o) Quarterly to act as the Performance 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 Strategy, Partnership and Finance

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;
- To lead on all matters relating to the Harrow Strategic Partnership;
- 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;
- Oversee the programme for Member Development;
- Keep under review and make proposals for changes to the Constitution;
- Oversee the arrangements and overall budgets of the Members' Secretariats;
- Oversee the arrangements for all civic and ceremonial matters
- To take a lead on behalf of the Council in promoting and sustaining a high ethical standard of conduct by the elected Members as established in the adopted Code of Conduct for Councillors.
- To endeavour to ensure that the decisions and activities of the Council at all times have regard to the highest possible standards in furtherance of the ethical agenda and all Members of the Council adhere to the Code of Conduct.

(B) Finance

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

- 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 any review of charges made by the Council following recommendations of the Revenue Income Optimisation Project;
- 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;
- Emergency Planning;
- Business Continuity
- Oversee the implementation of ICT and e-government.

- 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, Business Rates and National Non-Domestic Rate.

**The Deputy Leader of the Council and
Portfolio Holder for Environment & Community Safety**

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) Environment Services

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

- Environmental Health and Environmental Protection Services
- Licensing Services
- Public Realm Enforcement & Crime Reduction
- Waste Management
- Public Realm Maintenance
- Property Management & Maintenance
- Facilities Management
- Public Realm Infrastructure
- Property & Public Realm Investment Programmes
- Transportation policy
- Waste and public realm policy
- Community Safety

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

- Waste Management Strategy
- Crime & Disorder Reduction Strategy (including Community Safety)
- Local Implementation Plan (Transportation)
- Waste Strategy

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

(E) To oversee the development and maintenance of positive links and partnerships with other organisations and businesses to improve the transport services within Harrow in consultation with the Planning Development and Enterprise Portfolio Holder;

(F) To oversee the strategic and general management of the Prosperity Action Teams

Portfolio Holder for Planning, Development and Enterprise

(A) To be responsible for the development and delivery of the Council's planning, development and enterprise functions including:

- Strategic urban policy and implementation including:
- Planning policy and research
- Economic Development
- Housing policy (in consultation with the Portfolio Holder for Adult & Housing Services)
- Development Management
- Building Control
- Strategic property services
- Conservation and Design

- Parks, Open Spaces & Green Belt policy
 - Town Centre & Major Projects Programme
 - Town Centre Management
- (B) To oversee and direct the effective development and implementation of the following key strategies on behalf of the council:
- Local Development Framework
 - Economic Development Strategy
 - Town Centre Strategy
 - West London Sub-regional planning, economic development and transportation strategies.
- (C) To oversee the development and maintenance of positive links and partnerships with other organisations and businesses to improve the transport services within Harrow in consultation with the Environment Services Portfolio Holder;
- (D) To ensure that all aspects of the services' work involves appropriate and effective community engagement.
- (E) Act as the Member level 'Design and Heritage Champion' for the Authority
- (F) To oversee the development and delivery of the Council's Vision in terms of strategic planning for the future social environmental and economic development of Harrow;
- (G) To oversee the development and delivery of the Council's strategic Major Projects Programme in consultation with the relevant Portfolio Holder including:
- The development of central Harrow and a number of district shopping centres
 - Relocation of the Civic Centre and associated work
 - Strategy and development co-location of services with partners

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 the maintenance, compliance with Statutory Duties and reporting requirements of the Council in relation to 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 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 Council for children looked after;
- Commissioning responsibilities with Health for Child and Adolescent Mental Health Services;
- The direct provision for Children's Services including children's safeguarding;
- Jointly with other Portfolio Holders to oversee the development of a strategy for social inclusion by assessing and identifying strategies to address education achievement, attendance and exclusion issues;
- identifying strategies to address education achievement, attendance and exclusion issue;

- 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 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 Major Contracts and Property

To be responsible for the development and delivery of the Council's major partnership; contracts and the management of the property portfolio:

(A) Major Contracts

- To oversee the management and delivery of all major partnership contracts;
- To oversee the management and delivery of major strategic contracts with an annual value of over £1m including the ongoing operation of the existing contracts with Kier and enterprisemouche (Accord) and new contracts to include the PFI Street Lighting
- Develop the Council's procurement strategies and support of and interactions with local businesses

(B) Property

To review the Council's assets disposal and acquisition programme

- To oversee the maintenance and development of 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.

Portfolio Holder for Adult and Housing Services

(A) Adult Services

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

- To be the lead member for Adult Services including overseeing the maintenance, compliance with the Statutory Duties and reporting requirements of the Council in relation to Adult 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 Commission for Social Care Inspectorate;
- To oversee the protection and safeguarding 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;
- To act as the Member level 'Well being of Adults Champion' in relation to all Council Services;
- To oversee the development and implementation of policies and strategies for the provision of adult services in the Borough;

(B) 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;
- To oversee the maintenance and improvement of the Council's housing stock;
- 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 services to Council tenants;
- Promotions of satisfactory standards in housing accommodation in the private sector and enforcement actions as appropriate;
- Overseeing and developing proposals for the assessment of future housing needs within the Borough.
- The overseeing of the development and delivery of the Council's Housing Policy in consultation with the Planning Development and Enterprise Portfolio

Portfolio Holder for Community and Cultural Services

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

- (A) Overseeing 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
 - Sports Leisure & Recreation Services
 - Local History Collections (Archives)
 - The Harrow Museum and Headstone Manor
 - Community Engagement and Development Strategy
 - Community Premises and Grants Applications
 - Community Cohesion Management Group (HSP)
 - Community Learning
 - Learning & Skills Councils, Colleges & Higher Education liaison
 - External Service Providers (Leisure Connection, Harrow Young Musicians)

- (B) To oversee effective development and implementation of the following key plans and strategies:
- Cultural Strategy
 - Play Strategy
 - Sports, Recreation & Open Spaces Strategy
 - Personal & Community Development Learning Plan
 - Community Grants Strategy
 - Community Engagement and Development Strategy
 - Library Plan
- (C) 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;
- (D) To lead on all matters related to the Byron Park Project;

Portfolio Holder for Performance, Communications and Corporate Services

To be responsible for the development and delivery of the Chief Executive's and Legal & Governance Departments functions including:

- Oversee the development of the Council's response to Efficiency Reviews and ensure that council services demonstrate continuous improvements, and propose the annual programme of Efficiency Reviews;
- Monitor the programme of Efficiency Reviews and the subsequent implementation plans;
- 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;
- To oversee 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;
- To oversee the development and implementation of the Sustainable Community Strategy;
- Developing partnerships and working arrangements with other agencies and service providers to produce beneficial outcomes for people living, working and visiting Harrow;
- Oversee the arrangements for Communications including Media Services, Tourism, Public Relations, and marketing promotion of Harrow;
- Oversee the conduct of litigation by or against the Council;
- To oversee all matters relating to the Business Transformation Partnership to include the approval of full Business Cases (which may be a key decision) provided all members of the partnership board (or their successor body) have been consulted and their views taken into account.
- To oversee all matters relating to Access Harrow, Customer Care and Complaints
- To oversee all matters relating to the Local Area Agreement
- To oversee the management and implementation of the Customer Access Strategy
- To oversee the Council's Performance Management Framework and the Corporate Improvement Boards to ensure the Council is performing to its full potential

Portfolio Holder for Schools and Children's Development

- (A) 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 children's development within the Borough including:
- Schools
 - Achievement and Inclusion
 - Ethnic Minority Achievement Service
 - Harrow Tuition Service
 - Admissions and Place Planning
 - Teachers Centre
 - Education Business Partnership
 - Early Years Childcare and Family Support
 - Special Needs Services
- (B) To oversee and ensure high quality relationships are built with all statutory and voluntary sector partners with particular emphasis on schools;
- (C) To oversee the development, promotion and implementation of the following:
- Harrow Sixth form Collegiate Partnership Board 14-19 Strategy Group
 - CYPSP Enjoy and Achieve Sub Group
 - Meeting Pupil Need Group
 - CAMHs Steering Group
 - Pupil Achievement Group
 - SEN Strategic Partnership
 - Student Advisory Group
 - Education Consultative Forum
 - School's Forum