

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 Better Deal for Residents programme and of the implementation of projects emerging from the programme;
- (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 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, provide opportunities for resident participation in delivering outcomes 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 Finance and Business Transformation**

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
- To 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 oversee the governance of the Harrow Strategic Partnership through Harrow Chief Executives, Harrow Strategic Partnership Board and Summits;
- Steer the development and implementation of the Sustainable Community Strategy through the management groups of the Harrow Strategic Partnership,
- Monitor the Council's Local Area Agreement;
- 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;
- To oversee 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 oversee internal communications and staff awards;
- Give direction to the Council's media relations in support of promoting the Council's reputation;
- Promote the Council's branding to deliver consistency across services and to improve residents awareness of our services
- Champion Member development and oversee development of the Member development programme;
- Keep under review and make proposals for changes to the Constitution;
- To oversee the arrangements and overall budgets of the Members' Secretariats;
- To 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 and Procurement

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

- To develop and maintain a coherent, sustainable financial strategy for Harrow;
- To ensure that the development of proposals for and consultation on the Annual budget takes place within the requirements of the Budget and Policy Framework Rules and good corporate governance practice;
- To oversee the development of clear systems and structures for budget development, management and monitoring;
- To ensure that the Council's arrangements for treasury management and pension fund investments are effective
- Bring forward proposals for any review of charges made by the Council;
- To ensure procedures for virement within budgets are updated as appropriate and followed at Member and officer level;
- Evaluate the financial procedures of the Council and recommend improvements;
- To ensure the Council's procurement strategies support local businesses and that the Council has effective procurement systems and processes in place;
- To ensure that the Council has effective procedures for the recovery of Council Tax, Business Rates and parking income;
- To ensure the effective administration of Housing Benefits.

(C) Business Transformation

To be responsible for the strategic development of the Council's Business Transformation Partnership and delivery of the Transformation Programme

- To oversee the development of the Council's Transformation Programme in support of delivering a balanced medium term budget
- Monitor the Council's Transformation Programme
- Steer the Council's commercial relationships with its Business Transformation Partners – Capita and PriceWaterHouseCoopers

**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.
- To oversee the strategic and general management of the Prosperity Action Teams

(B) Environment and Community Safety

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

- Environmental Health and Protection Services
- Licensing Services
- Public Realm Enforcement & Crime Reduction
- Waste Management
- Public Realm Infrastructure & Maintenance
- Operational Property Management & Maintenance
- External Sports Facilities Maintenance
- Facilities Management (excluding Schools)
- Property & Public Realm Investment Programmes
- Transportation policy
- Waste and public realm policy
- Community Safety
- To oversee the development and implementation of the Crime & Disorder Reduction Strategy (including Community Safety)
- To oversee the commissioning and support of the Harrow Strategic Partnership's approach to drugs and alcohol and crime reduction

- To oversee the development, and implementation of policies and strategies to address climate change
- To oversee the development, and implementation of policies and strategies and the monitoring of environmental and public protection services including:
 - Waste Management Strategy
 - Local Implementation Plan (Transportation)
 - Waste Strategy
 - Play Strategy in conjunction with Portfolio Holder for Community and Cultural services
- To oversee the development and implementation of the Council's Sports, Recreation & Open Spaces Strategy;
- 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 Portfolio Holder for Planning & Economic Development;

Portfolio Holder for Planning, Development and Enterprise

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

- Strategic planning policy and implementation including:
 - Planning policy and research
 - Economic Development
 - Housing policy (in consultation with the Portfolio Holder for Housing)
 - Development Management
 - Building Control
 - Conservation and Design
 - Open Spaces & Green Belt policy
 - Town Centre & Major Projects activity
 - Town Centre Management
- To oversee and direct the effective development and implementation of the following key Place Shaping strategies:
 - Local Development Framework, including core strategy and the opportunity and intensification area, area action plan
 - Economic Development Strategy
 - Town Centre Strategy
 - West London Sub-regional planning, economic development and waste planning.
- To oversee 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 Place Shaping Directorates' work involves appropriate and effective community engagement;
- 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
- 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
 - Relocation of the Civic Centre
 - 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 as set out in the Children Act 2004;
- To oversee the strategic development and delivery of all aspects of Children's services including:
 - Safeguarding Family Placement and Support
 - Young People's Services
 - Special Needs Services
 - Integrated Early Years and Community Services
- To 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 oversee and promote the corporate parenting responsibilities of the Council for children looked after including chairing the

Corporate Parenting Panel and representation on the Fostering Panel and Adoption Permanence Panel;

- To oversee the Commissioning and monitoring, with Health, of Children's Health Services including Child and Adolescent Mental Health Services from health service providers and community and voluntary organisations;
- To oversee the development and review of the Children and Young People's Plan in consultation with the Portfolio Holder for Schools and Colleges;
- To ensure the development and maintenance of positive links and partnerships with local agencies, organisations and businesses to support the delivery of these services;
- To oversee consultation, liaison and the maintenance of positive links with the local Youth Parliament and Harrow members of the UK Youth Parliament;
- To oversee the development and implementation of policies, strategies and procedural arrangements in line with statutory requirements for the provision of the Council's social services functions;
- To oversee the commissioning and contracting arrangements for the provision of services within the council and jointly with other partner agencies;
- To oversee the quality assurance and inspection functions.

Portfolio Holder for Schools and Colleges

To be responsible for the development and delivery of policies, strategies and procedural arrangements in line with statutory requirements for the provision of Harrow's Schools and Colleges;

- To be responsible for the development and delivery of the Council's function as a Local Education Authority in relation to the provision of schools and commissioning post 16 provision within the Borough including:
 - Schools
 - Achievement and Inclusion
 - Ethnic Minority Achievement Service
 - Harrow Tuition Service
 - Teachers Centre
 - Education Business Partnership
 - Governor Services
 - Education Welfare Services
 - Admissions and Place Planning
 - School Organisation

- To oversee and ensure high quality relationships are built with all statutory and voluntary sector partners with particular emphasis on schools;
- To oversee the development, promotion and implementation of the following:
 - Harrow 14-19 Strategy
 - Student Advisory Group
 - Education Consultative Forum
 - School's Forum
 - Admissions Forum
 - Stakeholder Reference Group
- To be the lead member for Schools and Colleges, including overseeing the maintenance, compliance with Statutory Duties and reporting requirements of the Council in relation to Harrow's Schools and Colleges;
- To oversee education strategies to support the Narrowing the Gap agenda including achievement attendance, behaviour and exclusion issues;
- To oversee the performance of Harrow's Schools and Colleges 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 Authorities responsibilities for the appointment of Local Authority Governors and complaints against LA Governors
- To oversee consultation, liaison or other partnership arrangements on education matters with, the Standing Advisory Committee on Religious Education, pupils/students, staff, parents, governing bodies and Government Departments including the Young People's Learning Agency and Skills Funding Agency;
- Jointly with other 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 Harrow's Schools and Colleges;

Portfolio Holder for Property and Major Contracts

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

(A) Property

- 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 the HSP partners;
- To contribute to the development of the HSP property strategy;
- 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.

(B) Major Contracts

- To oversee the commercial and management arrangements of all major partnership contracts;
- To monitor, in consultation with the relevant Portfolio Holders, the performance of major strategic contracts with an annual value of over £1m including, for example, the ongoing operation of the existing contracts with Kier and MP(Accord)

Portfolio Holder for Adults Social Care, Health and Wellbeing

To be responsible for the promotion of public health and wellbeing and the development and delivery of the Council's Adults Social Care functions including:

- To be the lead member for Adult Care Services including overseeing the maintenance, compliance with the Statutory Duties and reporting requirements of the Council in relation to Adult Care Services;
- To lead on partnership with the Health Service in relation to Adults;
- To oversee the performance of Community Care Services in relation to national targets and priorities and to take account of any issues arising from external inspection and the performance assessment role of the Care Quality Commission;
- To oversee the protection and safeguarding of vulnerable adults;
- To oversee the development and implementation of Supporting People;
- To oversee the direct provision for Community Care Services and lead on service user engagement;
- To oversee joint commissioning responsibilities with Health for:
 - Mental Health Services

- Learning Disability Services
- Older People and Physical, Sensory and Disability Services
- Carers;
- To promote the wellbeing of over 18s across the Council and act as the Member level 'Well being of Adults Champion';
- To oversee the development and implementation of policies and strategies for the provision of adults care services in the Borough including;
 - Adults Transformation
 - Personalisation
- To lead on external relationships including the voluntary and private sector

Portfolio Holder for Housing

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

- To oversee the development and implementation of policies and strategies for the provision and improvement of housing in the Borough;
- To oversee development and delivery of the Housing Ambition Plan and Housing's vision to be recognised as one of the best services in London by 2012
- To ensure maximum opportunities exist to engage residents in the development and delivery of all housing services and that regular opportunities exist to test tenant and leaseholder satisfaction and to ensure that feedback is used to improve services.
- To ensure the HRA remains viable and provides value for money services
- 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 who its customer profile and tailors its services accordingly
- To ensure that all services to tenants are set out in clear standards that comply with or exceed those required by the Tenant Services Authority

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

Portfolio Holder for Community and Cultural Services

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

- To oversee the strategic and general management of the following services and functions on behalf of the Council including:
 - All functions relating to the library service
 - Culture and Arts Services
 - Indoor Sports Leisure & 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
 - External Service Providers (e.g. Leisure Connections, Harrow Young Musicians)
- To oversee effective development and implementation of the following key plans and strategies:
 - Cultural Strategy

- Play Strategy in conjunction with the Portfolio Holder for Environment and Community Safety
 - Personal & Community Development Learning Plan
 - Community Grants Strategy
 - Community Engagement and Development Strategy
 - Library Plan
 - 'Third Sector' strategy
- 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.

Portfolio Holder for Performance, Customer Services and Corporate Services

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

(A) Performance

- To oversee the ongoing development and delivery of the Council's performance management framework to set objectives and monitor progress against their delivery and to report progress and key issues to Cabinet
- To support Improvement Boards and Challenge Panels across Council services
- To oversee the Council's responses to its inspectorates as part of the Comprehensive Area Assessment (or future regulatory frameworks)
- To steer the development of the Council's priorities in response to performance, consultation, research and customer feedback
- To support the development of the Council's equalities framework and monitor progress to drive improvement
- To oversee the Council's Performance Management Framework and the Corporate Improvement Boards to ensure the Council is performing to its full potential;

(B) Customer Services

- To oversee all matters relating to Access Harrow, Customer Care and Complaints;
- To oversee the management and implementation of the Customer Access Strategy

(C) IT

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

(D) Risk, Audit & Fraud

- 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 oversee the Council's arrangements for health safety and welfare;
- To oversee the Council's arrangements for internal audit;
- To oversee all matters relating to corporate anti fraud activities;
- To oversee the Council's insurance arrangements

(E) 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 ensure the development and delivery of the Council's Strategy for People;
- To oversee the Council's relations with its Trades Unions;
- Chair the Council's Employee Consultative Forum (ECF) or equivalent body

(F) 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, and scanning and indexing services
- To ensure the delivery of the financial assessments service for social care clients

(G) Legal & Governance

- 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 deliver of the Registry Office services
- To oversee the support of the Mayor's office