

MATTERS RESERVED TO THE COUNCIL AND TERMS OF REFERENCE AND DELEGATION OF DUTIES TO COMMITTEES & SUB-COMMITTEES OF THE COUNCIL

COUNCIL

The Full Council

1. Powers and Duties of the full Council

- (a) adopting and changing the Constitution;
- (b) approving or adopting the policy framework and the budget;
- (c) approving the statement of accounts;
- (d) approving any application to the Secretary of State in respect of any Housing Land Transfer;
- (e) appointment of the Mayor;
- (f) determining the size of the Executive;
- (g) appointing the Leader and Members of the Executive;
- (h) approving annually the Allocation of Responsibilities in Part 3 of the Constitution;
- (i) subject to the urgency procedure contained in the Access to Information Procedure Rules in Part 4 of this Constitution, making decisions about any Executive functions which are contrary to the policy framework or contrary to or not wholly in accordance with the budget where these have been referred to the Council by the Call In sub-committee;
- (j) agreeing and/or amending the terms of reference for the Committees of the Council, deciding on their composition and making appointments to them;
- (k) adopting the Scheme of Members' Allowances set out in Part 6 of the Constitution;

- (l) appointing the independent members of the Standards Committee;
- (m) changing the name of the area, conferring the title of honorary alderman or freedom of the borough;
- (n) confirming the appointment or the dismissal of the Head of Paid Service;
- (o) making, amending, revoking, re-enacting or adopting by-laws and promoting or opposing the making of local legislation or personal bills;
- (p) to determine the meaning of “significant” in relation to “key” decisions (Article 13 refers);
- (q) deciding whether to make a delegation of a non-Executive function or accept a delegation of a non-Executive function from another Authority;
- (r) to receive reports and consider recommendations from the Executive, Scrutiny, Standards and other Committees as appropriate; and
- (s) making appointments of Members to outside bodies; and
- (t) all other matters which by law must be reserved to Council.

Note: The items listed in Schedule 3A -1 in this part of the Constitution may not be the responsibility of the Executive and will be discharged by the Council, one of its Committees or an officer.

COMMITTEES/SUB-
COMMITTEES
OF THE COUNCIL

Governance, Audit, Risk Management and Standards Committee

Health and Wellbeing Board

Licensing and General Purposes Committee

Chief Officers' Employment Panel

Licensing Panel

Personnel Appeals Panel

Social Services Appeals Panel

Overview and Scrutiny Committee

Call-In Sub-Committee

Call-in Sub-Committee (Education)

Health and Social Care Scrutiny Sub-Committee

Performance & Finance Sub-Committee

Pension Fund Committee

Planning Committee

GOVERNANCE, AUDIT, RISK MANAGEMENT AND STANDARDS COMMITTEE

The Governance, Audit, Risk Management and Standards Committee has the following powers and duties:

- i) To ensure that the Council's governance framework is in line with current guidance and best practice
- ii) To review the Council's governance framework and annual improvement plan and monitor progress
- iii) To review the Council's risk management strategy and monitor progress on risk management
- iv) To monitor the Council's insurance arrangements
- v) To review the Council's emergency planning and business continuity arrangements and monitor progress on emergency planning and business continuity
- vi) To review the Council's Health and Safety arrangements and monitor progress on Health and Safety
- vii) To approve the financial statements of the authority, in particular:
 - The outcome of reviews of the effectiveness of the internal control arrangements including internal audit
 - Changes in and compliance with accounting policies and practices
 - Unadjusted mis-statements in the financial statements
 - Major judgemental areas
 - Significant adjustments resulting from the audit
 - Any relevant issues raised in the external auditor's report to those charged with governance
 - the Annual Governance Statement prior to sign-off
- viii) To review the Treasury Management strategy and monitor progress on treasury management in accordance with CIPFA codes of practice
- ix) To monitor compliance with internal controls
- x) To consider matters arising from External Audit work which are required to be communicated to those charged with governance under the Statement of Auditing Standards (**ISA260**)
- xi) To receive and consider the Annual Audit and Inspection Letter (or equivalent) and make recommendations as appropriate

- xii) To scrutinise/comment on the Internal Audit three year strategic plan and annual plan
- xiii) To monitor progress against the Internal Audit plan and receive summaries of audit work completed and key recommendations
- xiv) To consider all individual Internal Audit reports on a regular basis
- xv) To scrutinise/comment on the External Audit plan and fees
- xvi) To monitor progress against the External Audit plan and receive summaries of audit work completed and key recommendations
- xvii) To consider individual External Audit reports and inspection reports carried out by external agencies as appropriate and at the request of the Committee.
- xviii) To review the management response to audit and regulatory recommendations and progress on implementation of recommendations
- xix) To recommend action where audit and regulatory recommendations are not being implemented
- xx) To monitor on a regular basis the Council's approach to tackling fraud and corruption and promote an anti-fraud culture
- xxi) To consider the appointment of co-opted members and review the adequacy of meeting frequencies in response to the Committee's remit
- xxii) To appoint and maintain appropriate Lead Members from the Committee to monitor, review and update on specific areas of the Committee's remit.
- xxiii) Promoting and maintaining high standards of conduct by Councillors, co-opted members and "church" and parent governor representatives.
- xxiv) Assisting Councillors, co-opted members and "church" and parent governor representatives to observe the Members' Code of Conduct.
- xxv) Advising the Council on the adoption or revision of the Members' Code of Conduct.
- xxvi) Monitoring the operation of the Members' Code of Conduct.
- xxvii) Developing and recommending local protocols to the Council to supplement the Members' Code of Conduct.
- xxviii) Enforcing local protocols and applying sanctions in respect of breaches as appropriate.
- xxix) Advising, training or arranging to train Councillors, co-opted members and "church" and parent governor representatives on matters relating to the Members' Code of Conduct.

- xxx) Granting dispensations to Councillors, co-opted members and “church” and parent governor representatives from requirements relating to interests set out in the Members’ Code of Conduct.
- xxxi) To keep under review and amend, as appropriate, the Protocol on Councillor/Officer Relations.
- xxxii) To keep under review the Officer Code of Conduct and, after consultation with unions representing staff, make recommendations to Council for amendment or addition.
- xxxiii) To receive reports and keep a general overview of probity matters arising from ombudsman investigations, Monitoring Officer reports, reports of the Chief Financial Officer and Audit Commission.
- xxxiv) To have oversight of the Council’s Whistleblowing Policy.
- xxxv) To agree the policy for decisions on payments to those adversely affected by Council maladministration (under section 92 Local Government Act 2000).
- xxxvi) To establish sub-committees and working groups to deal with complaints that a member or a co-opted member has failed to comply with the Council’s Code of Conduct.
- xxxvii) To consider any application received from any officer of the Authority for exemption from political restriction under Sections 1 and 2 of the Local Government and Housing Act 1989 in respect of the post held by that officer and may direct the Authority that the post shall not be considered to be a politically restricted post and that the post be removed from the list maintained by the Authority under Section 2(2) of that Act.
- xxxviii) Upon the application of any person or otherwise, consider whether a post should be included in the list maintained by the Authority under Section 2(2) of the 1989 Act, and may direct the Authority to include a post in that list.
- xxxix) On referral from the Monitoring Officer, to decide whether to take action against a member for breach of the Code of Conduct and if so, to decide what action should be taken.

Membership rules:

- i. An Elected Mayor or the Leader may not be Members;
- ii. The Chair of the Committee must not be a Member of the Executive;
- iii. Only one member of the Executive can be a member of the Committee.
- iv. The Independent Persons are not members of GARMS and shall be invited to meetings if there is a Standards item on the agenda.

HEALTH AND WELLBEING BOARD

1. Accountability

The Health and Wellbeing Board is set up in accordance with section 102 of the Health and Social Care Act 2012. The Council can choose to delegate decision making powers to the Health and Wellbeing Board. Any recommendations are subject to the agreement of the Leader of the Council if they are not covered by the delegated authority.

The Board will undertake a review within 6 months to agree what decision making powers if any are required. These will then need to be agreed by Full Council.

Members of the Board will be required to abide by the Code of Conduct.

2. Purpose of the Board

2.1. The Government proposes that statutory health and wellbeing boards will have 3 main functions:

- to assess the needs of the local population and lead the statutory joint strategic needs assessment
- to promote integration and partnership across areas, including through promoting joined up commissioning plans across NHS, social care and public health
- to support joint commissioning and pooled arrangements, where all parties agree this makes sense

The Board will cover both adult and children's issues.

2.2. The purpose of the Board is to improve health and wellbeing for the residents of Harrow and reduce inequalities in outcomes. The Board will hold partner agencies to account for delivering improvements to the provision of health, adult and children's services social care and housing services.

3. Key Responsibilities

3.1. The key responsibilities of the Health and Wellbeing Board shall be:

- 3.1.1. To agree health and wellbeing priorities for Harrow
- 3.1.2. To develop the joint strategic needs assessment
- 3.1.3. To develop a joint health and wellbeing strategy
- 3.1.4. To promote joint commissioning
- 3.1.5. To ensure that Harrow Council and the CCG commissioning plans have had sufficient regard to the Joint Health and Wellbeing strategy

- 3.1.6. To have a role in agreeing the commissioning arrangements for local Healthwatch
- 3.1.7. To consider how to best use the totality of resources available for health and wellbeing.
- 3.1.8. To oversee the quality of commissioned health services
- 3.1.9. To provide a forum for public accountability of NHS, public health, social care and other health and wellbeing services
- 3.1.10. To monitor the outcomes of the public health framework, social care framework and NHS framework introduced from April 2013)
- 3.1.11. To authorise Harrow's Clinical Commissioning Group annual assessment
- 3.1.12. To produce a Pharmaceutical Needs Assessment and revise every three years (First PNA to be produced by 1st April 2015)
- 3.1.13. Undertake additional responsibilities as delegated by the local authority or the Clinical Commissioning Group e.g. considering wider health determinants such as housing, or be the vehicle for lead commissioning of learning disabilities services.

4. Membership

- 4.1. The Chair of the Board will be nominated by the Leader of Harrow Council.
- 4.2. The voting membership will be:
 - Members of the Council nominated by the Leader of the Council (4)
 - Chair of the Harrow Clinical Commissioning Group (vice chair)
 - GP representative of the Harrow Clinical Commissioning Group
 - A further representative of the Harrow Clinical Commissioning Group
 - Chair of Healthwatch
- 4.3. The following Advisors will be non-voting members:
 - Director of Public Health
 - Chief Officer, Voluntary and Community Sector
 - Senior Officer of Harrow Police
 - Accountable Officer – CCG
 - Chief Operating Officer – CCG
 - Corporate Director Community, Health and Wellbeing
 - Corporate Director Children's Services
 - Director Adult Social Services

- 4.4. The voluntary and community sector representative shall be nominated by the Voluntary Community Sector Forum on an annual basis.
- 4.5. Members are appointed annually. Members of the Board shall each name a reserve who will have the authority to make decisions in the event that they are unable to attend a meeting.
- 4.6. Board members shall sign a register of attendance at each meeting and should not normally miss more than one meeting within a financial year.
- 4.7. The chair of the Clinical Commissioning Group will serve as the vice chair of the Health and Wellbeing Board.
- 4.8. Providers will be invited to attend meetings as required depending on the subject under discussion.

4.9. Participation of the NHS Commissioning Board

- 4.9.1. The National Health Service Commissioning Board must appoint a representative to join Harrow's Health and Wellbeing Board for the purpose of participating in the Boards preparation of the JSNA and JHWS
- 4.9.2. The Health and Wellbeing Board can request the participation of the NHS Commissioning Board representative when the Health and Wellbeing Board is considering a matter that relates to the exercise or proposed exercise of the commissioning functions of the National Health Service Commissioning Board in relation to Harrow

4.10. Meeting Frequency

- 4.10.1. The Board shall meet bi monthly subject to review
- 4.10.2. An extraordinary meeting will be called when the Chair considers this necessary and/or in the circumstances where the Chair receives a request in writing by 50% of the voting membership of the Board

4.11. Health and Wellbeing Board Executive

- 4.11.1. The purpose of the Health and Wellbeing Board Executive is to:
 - Develop and deliver a programme of work based on the Joint Commissioning priorities and the Joint Health and Wellbeing Strategy
 - Shape future years joint commissioning
 - Shape the agenda for future HWB meetings
 - Engage and understand the views of different organisations (including providers)

- Bring together a collective view of partners and providers to the six weekly Health and Wellbeing Board
- Share Commissioning Intentions and common priorities
- Govern and quality assure the Health and Wellbeing Board work programme
- Be aware and discuss emerging policy and strategy
- Problem Solving
- The meetings of the Executive will be scheduled to meet before the Board.

4.12. Local Safeguarding Boards

4.12.1. The Council's two Local Safeguarding Boards have a horizontal link to the Health and Wellbeing Board and include:

4.12.1.1. Local Safeguarding Adults Board

4.12.1.2. Harrow Local Children's Safeguarding Board

4.13. Sub Groups

4.13.1. The Board will review each year which sub groups are to be established based on the Boards priority areas

4.13.2. The Sub Groups will ensure that the views of patients and service users are included.

4.13.3. Sub groups will be informal officer level groups.

4.13.4. Sub groups should provide a copy of their previous minutes or a list of issues for discussion at alternate Health and Wellbeing Board meetings to be considered by members.

4.14. Conduct of Meetings

4.14.1. Meetings of the Board will be held in public except where the public are excluded from the meeting by resolution in accordance with Access to Information Act.

4.14.2. The quorum of the Board shall be 50% of the voting membership – however there must be attendance of at least one voting member from both the Council and the Clinical Commissioning Group. Should the quorum not be secured the meeting will not take place.

4.14.3. Decisions shall be made on the basis of a show of hands of a majority of voting members present. The Chairman will have a second or casting vote.

4.14.4. Each meeting will have provision for the public to ask questions. There will be a total limit of 15 minutes for the asking and answering of public questions.

- 4.14.5. Harrow Council Democratic Services will service the meetings including the preparation and circulation of agenda and the production of minutes.
- 4.14.6. Minutes of the meetings will be available on the website of the council.
- 4.14.7. The chair shall sign off the minutes as a true and accurate record of the meeting.
- 4.14.8. Agendas and supporting papers will be available on the website of the council at least five working days before the meeting.

LICENSING AND GENERAL PURPOSES COMMITTEE

The powers and the duties of the Licensing and General Purposes Committee are:

- (a) To consider all matters which the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 and 2001 (as amended) listed by Committee in the Schedule to this document, which are required not to be the responsibility of the Executive, save for those matters delegated to other Committees of the Council;
- (b) To carry out the functions under any relevant statutory provision within the meaning of Part I (Health, safety and welfare in connection with work, and control of dangerous substances) of the Health and Safety at Work Act 1974, to the extent that those functions are discharged otherwise than in the authority's capacity as an employer;
- (c) To keep under review and to determine the arrangements for the holding of elections and any referendums within the Borough and to initiate or respond to any proposals to the change of ward, constituency or Borough boundaries;
- (d) The determination of applications under the Council's Personal Injury Allowance Scheme.
- (e) To determine all matters and duties on the authority imposed by legislation, regulations orders, codes, and similar provisions for:
- All activities under the Licensing Act 2003
 - Food safety and control.
 - Animal health, welfare, safety and control.
 - Gaming, betting, lotteries and related amusements
 - Crime and disorder issues related to the above duties.

CHIEF OFFICERS' EMPLOYMENT PANEL

The Chief Officers' Employment Panel has the following powers and duties:

- (a) to make recommendations to Council on the appointment or dismissal of the Head of Paid Service;
- (b) to appoint and dismiss Chief Officers;
- (c) to approve remuneration packages of £100,000 or over for any Council post; and
- (d) to report back to Council for information purposes on all such approved remuneration packages.
- (e) to approve any severance packages for Officers of £100,000 or over irrespective of the grade of Officer.
- (f) to report back to Council for information purposes on all such approved severance packages.

LICENSING PANEL

- (i) To determine applications and to make Orders in respect of:
 - licences, permits, registrations and certificates;
 - Rights of way, footpaths and bridleways and the enjoyment of the highway;
 - Street naming and numbering;
 - Markets and fairs and other street trading;
 - Car park orders and variations;
 - Registration of common land, town greens and variations of rights of common;where objections have been received.
- (ii) To determine applications and to make Orders in respect of:
 - Safety certificates for sports grounds;
 - Matters regarding film classification;
 - Rules and Regulations established by the authority;
 - Fees issues within the terms of reference of the Panel;
 - Applications under Part II and Schedule 3 of the Local Government (Miscellaneous Provisions Act 1982) as amended from time to time.
- (iii) To determine waivers and variations on matters determined by the Licensing and General Purposes Committee, Cabinet or Council.
- (iv) specific delegations under the Licensing Act 2003 and Gambling Act 2005 are set out in the Licensing Policy and Statement of Principles under Gambling Act 2005.

- (v) Without prejudice to the generality of the above sections, in the case of alcohol control provisions in the Licensing Act 2003 as might be amended, and related legislation, regulations, orders, guidance, etc, to determine the following matters:

Applications for personal licences where:

- Representations have been made, but remain unresolved.
- Applicants have relevant unspent convictions.

Matters relating to the licensing, certification and authorisation at premises where:

- Representations have been made to an application, but remain unresolved.
- There is an unresolved police representation to an application to vary a designated personal licence holder, or to the transfer of a premises licence.
- There is an unresolved police representation to the application for an interim authority, or to a Temporary Event Notice.
- An application is made for the review of a premises licence or club premises certificate.
- Matters of an exceptional nature that in the officer's opinion justify consideration by the Licensing Panel.

[Appeals against decisions of the Licensing Panel must be made to the Magistrates' Court.]

PERSONNEL APPEALS PANEL

The Personnel Appeals Panel has the following powers and duties:

- To consider and decide upon appeals against disciplinary action.

SOCIAL SERVICES APPEALS PANEL

The Social Services Appeals Panel has the following powers and duties:

- (a) To review in accordance with the Children (Secure Accommodation) Regulations 1991 the keeping of children in secure accommodation;
- (b) In accordance with the Mental Health Act 1983, to decide whether to discharge patients from guardianship;
- (c) In accordance with procedures and guidance given under the Children Act 1989 and the National Health Service and Community Care Act 1990, and when requested to do so by a dissatisfied complainant, to review decisions made relating to complaints.

Note: Appeals Panels reviewing the keeping of a child in secure accommodation will be chaired by an Independent Person. Appeals hearing complaints under the Children Act 1989 and the National Health Service and Community Care Act 1990 will comprise 3 Independent Persons

OVERVIEW AND SCRUTINY COMMITTEE

The Overview and Scrutiny Committee has the following power and duties:

1. To oversee an agreed work programme that can help secure service improvement through in-depth investigation of poor performance and the development of an effective strategy/policy framework for the council and partners;
2. To have general oversight of the council's scrutiny function;
3. To offer challenge and critical support to the Executive's policy development function and the long-term strategic direction of the borough;
4. To anticipate policy changes and determine their potential impact on residents and to recommend changes where these are appropriate;
5. To consider the council and partners' strategic approach to service delivery, using, where necessary, the power of overview and scrutiny committees to receive information from partner agencies and to require partner authorities to respond to reports and recommendations from the Committee, as set out under Part Five of the Local Government and Public Involvement in Health Act 2007;
6. To undertake detailed investigation of service/financial performance in order to recommend policy changes to the Executive and to commission investigations by the Performance and Finance Sub-Committee;
7. To have regard, in carrying out its functions, to the requirement to involve local representatives, as set out in Part Seven of the Local Government and Public Involvement in Health Act 2007;
8. To report scrutiny findings and recommendations to the Executive within 8 weeks of being published or to its next meeting, whichever is the sooner, in accordance with the council's constitution
9. To consider items included in the Forward Plan;
10. To consider Councillor Call for Action in terms of
 - a. Local Government Matters (Section 119, Local Government and Public Involvement in Health Act 2007)
 - b. Local Crime & Disorder Matters (Section 19, Police & Justice Act 2006)
11. To discharge the functions conferred by Section 21(f) of the Local Government Act 2000 of reviewing and scrutinising, in accordance with regulations under Section 7 of the Health and Social Care Act 2001, matters relating to the planning, provision and operation of health services in Harrow.

12. To respond to consultations from local health trusts, Department of Health and any organisation which provides health services outside the local authority's area to inhabitants within it.
13. To review and make appropriate recommendations on an annual basis for the arrangements for processing applications for support from the voluntary sector, including grants, concessionary lettings, use of the community premises and other council premises, and discretionary rate relief.

CALL- IN SUB-COMMITTEE

The Call-In Sub-Committee has the following powers and duties:

- (a) to examine decisions of the Executive which are taken but not implemented, and which are 'called in' in accordance with the Committee Procedure Rules;
- (b) to refer matters called in to the decision taker with reasons and recommendations for changes;
- (c) to refer Executive decisions to full Council if they consider they are contrary to the policy framework or contrary to or not wholly in accordance with the budget

CALL- IN SUB-COMMITTEE – EDUCATION

The Call-In Sub-Committee has the following powers and duties in relation to Education Matters:

- (a) to examine decisions of the Executive which are taken but not implemented, and which are 'called in' in accordance with the Committee Procedure Rules;
- (b) to refer matters called in to the decision taker with reasons and recommendations for changes;
- (c) to refer Executive decisions to full Council if they consider they are contrary to the policy framework or contrary to or not wholly in accordance with the budget

HEALTH AND SOCIAL CARE SCRUTINY SUB-COMMITTEE

The Health and Social Care Scrutiny Sub-Committee has the following powers and duties:

1. To be the key driver of the scrutiny function's health and social care scrutiny programme and maintain relationships with health and social care colleagues and partners in relation to shared stated priorities, in consultation with the Overview & Scrutiny Committee.

2. To be responsible in accordance with Regulation 28 of the Local Authority (Public Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 for scrutiny of the Council's health functions other than the power under Regulation 23(9) to make referrals to the Secretary of State.
3. To recommend to Council that a referral be made to the Secretary of State under Regulation 23(9) of the Local Authority (Public Health, Health and Wellbeing and Health Scrutiny) Regulations 2013.
4. To have specific responsibility for scrutiny of the following functions:
 - Health and social care infrastructure and service
 - NHS England, Clinical Commissioning Groups (CCGs) and the Health and Wellbeing Board
 - Public Health
 - Other policy proposals which may have an impact on health, public health, social care and wellbeing
 - Collaborative working with health agencies
 - Commissioning and contracting health services
5. To review the planning, provision and operation of Health services in Harrow and ensure compliance with Regulation 21(1) of the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 by inviting and taking account of information and reports from local health providers and other interested parties including the local HealthWatch.
6. Where a referral is made through the local HealthWatch arrangements, to comply with Regulation 21(3) of the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 by ensuring that the referral is acknowledged within 20 days and that the referrer is informed of any action taken.
7. Where appropriate, to consider and make recommendations for response to NHS consultations on proposed substantial developments/variations in health services that would affect the people of LB Harrow.
8. Where appropriate, to consider and make recommendations for response to consultations from local health trusts, Department of Health, Care Quality Commission and any organisation which provides health services outside the local authority's area to inhabitants within it.
9. Continue to seek the development of relationship with NHS England, CCGs, Health and Wellbeing Boards, Care Quality Commission, HealthWatch and the Local Medical Council.

(Note: Members of the Executive or members of the Health and Wellbeing Board may not be members of the Health and Social Care Scrutiny Sub Committee. Any health matter requiring an urgent decision/comment before the next meeting of the Health & Social Care Sub-Committee will be considered by the Overview and Scrutiny Committee if that is sooner).

PERFORMANCE & FINANCE SUB-COMMITTEE

The Performance and Finance Sub-Committee has the following powers and duties:

1. To be the key driver of the scrutiny function's work programme and the body responsible for monitoring the performance of the council and partners in relation to their stated priorities;
2. To consider/monitor, on an exception basis, the financial and service performance of the organisation;
3. To consider/monitor the performance of the council's partners;
4. To undertake specific investigation of identified 'hot spots' through Q&A, reports or challenge panels – subject to endorsement by the Overview and Scrutiny Committee;
5. To refer 'hot spots' to the Overview and Scrutiny Committee for more detailed investigation where necessary;
6. To consider such urgent items as are appropriate – ad hoc, Councillor Calls for Action, area scrutiny.

PENSION FUND COMMITTEE

The Pension Fund Committee has the following powers and duties:

1. to exercise on behalf of the Council, all the powers and duties of the Council in relation to its functions as Administering Authority of the LB Harrow Pension Fund (the fund), save for those matters delegated to other Committees of the Council or to an Officer;
2. the determination of applications under the Local Government Superannuation Regulations and the Teachers' Superannuation Regulations;
3. to administer all matters concerning the Council's pension investments in accordance with the law and Council policy;
4. to establish a strategy for the disposition of the pension investment portfolio; and
5. to appoint and determine the investment managers' delegation of powers of management of the fund;
6. to determine cases that satisfy the Early Retirement provision under Regulation 26 of the Local Government Pension Scheme Regulations 1997 (as amended), and to exercise discretion under Regulations 8 of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2000 (as amended, subject to the conditions now agreed in respect of all staff, excluding Chief Officers;

7. to apply the arrangements set out in (6) above to Chief Officers where the application has been recommended by the Chief Executive, either on the grounds of redundancy, or in the interests of the efficiency of the service, and where the application was instigated by the Chief Executive in consultation with the leaders of the political groups.

PLANNING COMMITTEE

The Planning Committee has the following powers and duties:

1. To exercise the functions of the council as local planning authority under the Town and Country Planning Act 1990 and other planning and subordinate legislation with the exception that:
 - a) the preparation, maintenance and updating of the Local Development Framework; and
 - b) the consideration of any policy matter concerning the planning of the Borough, including the development of major sites but not the determination of any planning application;shall be matters to be determined by the Cabinet.
2. To determine applications for certificates under section 17 of the Land Compensation Act 1961.
3. To consider and, if appropriate, serve Article 4 Directions removing permitted development rights in accordance with the Town and Country Planning General (Permitted Development) Order 1990.
4. To determine and enforce building regulations.
5. All other functions relating to town and country planning and development control as set out in the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (as amended) listed by Committee in the schedule to this document.

OTHER STATUTORY COMMITTEES

STANDING ADVISORY COUNCIL FOR RELIGIOUS EDUCATION

1. To advise the Borough's Teachers and the Manager of the Library Service on the provisions of appropriate teaching resources in support of the Harrow agreed RE syllabus.
2. To assist teachers in RE by devising and making available to them schemes of work and teaching materials based upon the Harrow agreed syllabus.
3. To assist in identifying teachers' in-service needs and in conjunction with the Teachers' Centre and the Advisory and Inspection Service, to arrange appropriate courses for teachers.
4. To make recommendations to the Corporate Director Children & Families on resources deemed desirable for implementing and reviewing the agreed syllabus and in furthering the effectiveness of religious education in Harrow Schools.
5. To call a Standing Conference for reviewing the agreed syllabus of Religious Education from time to time.
6. To approve exemptions from Statutory Regulations on Acts of Worship.

Membership (Total 41 persons)

- (1) Group A - Representatives of Christian and Other Religious Denominations (22)
- (2) Group B - Representatives of the Church of England (3)
- (3) Group C - Representatives of Teachers (6)
- (4) Group D - Representatives of the Local Education Authority (3 Councillors and a representative of the Harrow Humanist Association).
- (5) Group E - Co-opted Members (5)
- (6) Adviser to the Council nominated by the Corporate Director Children & Families.

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

EXECUTIVE (CABINET)

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

- (1) 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;
- (2) The monitoring of the implementation of the budget and financial strategy;
- (3) 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;
- (4) To prepare and agree other policies and plans for implementation by Portfolio Holders and others;
- (5) The approval of the Council's Transformation Programme and of the implementation of projects emerging from that Programme;
- (6) The approval and management of the Council's Capital Programme and Strategy;
- (7) 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.

- (8) The award of contracts over £500,000 and all matters reserved to the Executive under the Contract Procedure Rules
- (9) All decisions, which are expected to result in variations to agreed revenue or capital budgets;
- (10) Agreement to all virements between budgets as set by the Financial Regulations;
- (11) To determine 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;
- (12) To determine all recommendations and references from the Council or any of its Committees or sub-committees and which the Cabinet considers are appropriate for collective decision;
- (13) The approval of HRA Rents;
- (14) Quarterly to act as the Performance Board overseeing strategic performance issues.

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

General Responsibilities

- (1) 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.
- (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 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 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 opportunities policy in relation both to the employment of staff and the delivery of services.
- 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.
- that proper arrangements are made 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

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
- To 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
- To act as Chairman of the Council's Improvement and Commissioning Boards
- Lead and coordinate the development and implementation of the Council's statutory and other plans and strategies including:

- (i) the Council's vision, corporate priorities, corporate plan and objectives,
 - (ii) the needs of the Borough and local communities on matters of comprehensive, corporate and strategic importance,
 - (iii) 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, London Councils, West London Alliance 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 requests for information;
- 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;
- Champion Member Development and oversee development of the Member Development Programme through the Member Development Panel;
- 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 elected Members in accordance with 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.
- To maintain an overview of the finances of the Council working closely with the Portfolio Holder for Finance and Major Contracts

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 for Strategy, Partnerships & Corporate Leadership

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.

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;

Corporate leadership:

- Giving political direction to the Head of Paid Service, Directors and other officers;
- Providing political leadership to the development and implementation of the Council's Corporate Plan and Budget;
- To encourage and ensure cross-directorate working.

Communications:

- 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 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 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;

- 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 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 with regard to Adults Services.

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

- To oversee 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

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 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;
- 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 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;
- Working 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 and Regeneration;
- To work with private landlords, housing associations and developers to ensure that opportunities for the provision of affordable housing are maximised;
- To develop and implement policies and processes to tackle rogue landlords;
- Grow Help 2 Let with the aim of making it a market leader in the private rental sector;

Portfolio Holder - Finance & Major contracts

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 oversee 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 the effective administration of Housing Benefits;
- 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 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;
- 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 be responsible for the development and maintenance of the Council's Major Contracts including:

- To oversee 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;

Portfolio Holder - Business, Planning and Regeneration

To be responsible for the policy direction of the Council's Place Shaping, Planning, Regeneration, 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, in particular for the listing of local buildings
 - Open Spaces & Green Belt policy
 - Town Centre & Major Projects activity;

- To oversee and direct the effective development and implementation of the following key Place Shaping strategies:
 - 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 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 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 Local Development Framework 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 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.

Portfolio Holder – Public Health, Equality & Wellbeing

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

- To oversee Public Health working closely with other Portfolio Holders;
- To lead on partnership with the Health Service;
- To oversee the development and implementation of Supporting People;
- To lead on the development and provision of support for carers.

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

- 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 wellbeing across the Council;
- To lead on external relationships including the voluntary and private sector in relation to Health and Wellbeing;
- Work with the NHS, 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 oversee the Commissioning and monitoring of Children's Health Services including Child and Adolescent Mental Health Services from health service providers and community and voluntary organisations working in conjunction with the Portfolio Holder for Children, Schools and Young People;
- 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;
- 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, including:

- Environmental Health, Food Hygiene and Protection Services
- Licensing Services
- Public Realm Enforcement, Envirocrime & Crime Reduction
- Waste Management
- Public Realm Infrastructure & Maintenance
- Management of Open Spaces, Parks and Allotments.
- Operational Property Management & Maintenance
- External Sports Facilities Maintenance
- Facilities Management (excluding Schools)
- Property & Public Realm Investment Programmes
- Transportation policy
- Waste and public realm policy
- 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, Culture and Resident Engagement

- To oversee the development and implementation of the Council's Sports, Recreation & Green and Open Spaces Strategy in liaison with the appropriate Portfolio Holders;
- To oversee the development and introduction of "on the spot" fines for littering, spitting and urinating in public;
- To improve the transport services within Harrow, in consultation with the Portfolio Holder for Business, Planning & Regeneration;
- To be responsible for the development and delivery of the Council's Community Safety functions including:
 - 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;
- Work with and develop community champions- making sure the community is at the centre of everything we do;
- Oversee development and implementation of park user group forums in Harrow;
- Introduce free parking to all district centres.

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 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 corporate parenting responsibilities for children looked after 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;
- 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 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 for young people;
- 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;
- 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.

Schools

- 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
 - Teachers' Centre
 - Children's Centres
 - Education Business Partnership
 - Governor Services
 - Education Welfare Services
 - Harrow Schools Improvement Partnership
 - 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
 - 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 oversee education strategies to support the Narrowing the Gap agenda including achievement, attendance, behaviour and exclusion issues;
 - To oversee 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 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 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 & Policy Development

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 oversee 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 oversee the Council's Performance Management Framework and the Corporate Improvement Boards to ensure the Council is performing to its full potential.
- Policy
 - Working with officers and liaising with the Leader and relevant Portfolio Holders to Design, Develop and Implement policy proposals.
- 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.
- IT
 - To ensure the development and maintenance of a coherent IT strategy;
 - To ensure the effective delivery of IT services through the contract with Capita until October 2015;
 - To lead on the procurement of a new IT Contract, working with the Portfolio Holder for Finance;

- 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 ensure the development and delivery of the Council's Strategy for People;
 - To oversee 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 oversee 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 oversee development 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 lead on the liaison with the voluntary and community sectors;
- To ensure that all 4 years of the centenary of the First World War are commemorated each year;
- 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. Harrow Young Musicians);
- To consider applications for funding from the Edward Harvist Trust;
- To oversee effective development and implementation of the following key plans and strategies:
 - Cultural Strategy
 - Play Strategy in liaison with the Portfolio Holder for Environment, Crime and Community Safety
 - 'Third Sector' strategy;
- In liaison with other Portfolio Holders, to oversee the promotion and development of positive links, joint working arrangements and effective partnerships with the voluntary, community and faith sectors- reflecting the full diversity of the borough;

- Working with the Portfolio Holder for Public Health, Equality & Wellbeing to ensure that sport and physical activity plays its part in bringing communities together, whilst helping to keep Harrow healthy;
- 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 which will include:
 - Promoting sustainable services
 - Promoting a more open government
 - The Cost of Living Crisis
 - Provide opportunities for resident participation in delivering outcomes
 - New methods of community engagement;
- 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.

CABINET ADVISORY PANELS

(Note: Cabinet Advisory Panels have no Executive decision making powers. Their purpose is to consider matters referred to them within their terms of reference and to make recommendations to the Cabinet/Portfolio Holder as appropriate.)

Corporate Parenting

Harrow Business Consultative

Local Development Framework

Major Developments

Member Development

Traffic and Road Safety

* * * * *

CORPORATE PARENTING PANEL

Purpose

1. To ensure that the Council is fulfilling its duties towards Children Looked After corporately and in partnership with other statutory agencies.
2. To consider matters referred to the Panel within its terms of reference and to make recommendations to Cabinet/Portfolio Holder as appropriate including:
 - a. Approving annually the Statement of Purpose for the Adoption Service
 - b. Approving annually the Statement of Purpose for the Fostering Service

Role of the Panel

1. To take an overview of the Council's and partner agencies responsibilities towards looked after children
2. To examine ways in which the Council as a whole and partner agencies can improve the life chances of looked after children and care leavers.
3. Ensure there are good joint working arrangements between council departments and partner agencies.
4. To provide a forum for Children Looked After (CLA) to participate and influence policy and enable CLA to have opportunity to talk about issues relating to their own direct experiences of services they have received. Hence the Board will

ensure that the positive experiences/services are maintained and lessons are learnt and changes made in the areas that require improvements.

5. To comment on and contribute to plans, policies and strategies for looked after children and make appropriate recommendations for action.
6. To have a monitoring role, by receiving regular progress reports on a number of key PI's e.g. educational attainment (including implementation of Personal Education Plans), health assessments and implementation of Local Area Agreements for CLA.
7. Monitor the plans/needs of children in Secure Accommodation.
8. To receive regular reports on the needs of care leavers including employment, further education, training and housing.
9. To receive annual reports on the following services
 - Adoption
 - Fostering
 - Complaints
10. To meet with CLA and their carers on a regular basis to consult and celebrate achievements, festivals etc.
11. To manage and arrange Member visits to
 - Children's Homes
 - Foster Placements
 - Frontline Services (as indicated in the Victoria Climbié Audit)

Membership

The Corporate Parenting panel will comprise:

A proportionate number of 6 Elected Members

Service Users, Carers and Schools (Non-Voting)

- 2 Children Looked After
- 2 Foster Carers
- 1 Designated Teacher

Senior Officers (advisors to the Panel – to attend as appropriate to the work of the Panel)

- Director of Children's Services
- Group Manager + Children and Families
- Group Manager Safeguarding and Family Support
- Group Manager Fostering, Adoption and Residential Care
- Senior Professional (Inclusion)

- Principal Educational Psychologist
- Senior Coordinator (Children Looked After)

HARROW BUSINESS CONSULTATIVE ADVISORY PANEL

Terms of Reference

1. To enable consultation between the Council and representatives of local non-domestic ratepayers required by Section 65 of the Local Government Finance Act 1992 and to provide information regarding the Council's expenditure proposals for the future budget in accordance with Non-Domestic Ratepayers (Consultation) Regulations 1992. The minutes of the meetings to be reported to the Cabinet.
2. To facilitate consultation between the Council and representatives of the business community as required by the Authority.

LOCAL DEVELOPMENT FRAMEWORK PANEL

Terms of Reference

1. To give detailed consideration to and make recommendations in respect of:
 - (a) the Local Development Framework and its Development Plan Documents and matters incidental thereto
 - (a) representations received to Development Plan Documents and any amendments proposed;
 - (c) monitoring the implementation of the Framework, its review and modification as necessary.
2. To make recommendations in respect of the development of such individual sites as may be referred to the Panel by the Cabinet.
3. To give detailed consideration and to make recommendations in respect of all other planning policy matters such as the designation of Conservation Areas and amendments to their boundaries and the designation of locally listed buildings.

MAJOR DEVELOPMENTS PANEL

The Terms of Reference and Delegated Powers of the Major Developments Panel are:

1. To oversee the development of the Harrow and Wealdstone Intensification Area, to include:

- Reviewing the emerging master plan(s) for the area;
 - Considering emerging design and development principles; and
 - Reviewing the outcomes of community consultation and feedback on the emerging strategy;
 - Reviewing and commenting upon site specific proposals for major developments, prior to their submission to the Local Planning Authority;
 - Reviewing and commenting upon significant capital projects taking place within the area;
 - Reviewing and commenting upon strategies associated with the promotion and delivery of development and economic renewal within the area.
2. To oversee the development of proposals for individual major development sites within the borough including:
- Providing comments on pre application proposals received by the Council for such sites;
 - Reviewing progress of strategic development sites within the borough and considering site specific planning and development briefs.
3. To give detailed consideration to and make recommendations to Cabinet in respect of:
- The use of the Community Infrastructure Levies funds;
 - Reviewing and commenting upon changes to the CIL Charging Scheduled and S106 SPG.
4. To oversee the implementation of the Borough Wide CIL / Infrastructure Delivery Plan prepared to support strategic growth in the Borough and to make recommendations to Cabinet, to include:
- Reviewing and commenting upon the draft IDP's comprising annual and longer term infrastructure delivery programmes and projects;
 - Considering the result of public consultation on such plans and programmes and make recommendations to Cabinet on any proposed changes / revisions;
 - Monitor the delivery of the IDP against budget and delivery provisions;
 - Consider and comment upon reports / presentations on infrastructure innovations and best practice in infrastructure delivery.

5. To undertake post development reviews within Harrow and on sites beyond the borough and communicate learning on such visits to Cabinet and the Planning Committee.

MEMBER DEVELOPMENT PANEL

The Terms of Reference of the Member Development Panel are:

1. to have oversight of the annual programme of member development;
2. to prepare and assist in the delivery of the induction of new Councillors following the Borough elections or any by-election;
3. to have oversight of the resources allocated for member development and make recommendations to Council for the appropriate resources for the member development function;
4. to liaise with external agencies providing development opportunities for members and procure their services as appropriate.

TRAFFIC AND ROAD SAFETY ADVISORY PANEL

Terms of Reference

To make recommendations on the following:

- traffic management;
- the management and control of parking both on and off-street;
- the operational aspects of public transport within the Borough.

Examples of business:

- * Petitions, Deputations
- * Scheme Approval (from existing budgets), including consultation results and authority to make traffic orders.
- * Objections to traffic orders
- * Investigations into traffic problems (other than those identified by petition etc)
- * Local Safety Schemes Annual Review
- * Consultations from neighbouring authorities on traffic management schemes on or near boundary
- * Amendments to London Lorry Ban operation
- * Approval of model traffic orders
- * References and motions from other bodies
- * Setting traffic management criteria e.g. traffic calming.

CONSULTATIVE FORUMS

Employees' Consultative Forum

Tenants', Leaseholders' and Residents' Consultative Forum

EMPLOYEES' CONSULTATIVE FORUM

Terms of Reference

1.0 Consultation

1.1 The Employees' Consultative Forum (ECF) is the primary mechanism by which Council Members will consult Union Representatives on specific matters of mutual interest. The ECF shall make recommendations to the Cabinet on such issues. In addition, the ECF will receive reports on actions from the ECF Sub-Group.

1.2 The ECF will meet at least twice annually.

2.0 Equal Opportunities

2.1 The ECF will seek to promote Equal Opportunities in Employment within the Council, ensuring compliance with all the relevant anti-discrimination legislation.

2.2 The ECF will ensure the effective implementation of 'Making a Difference – Making Equality of Opportunity a Reality'. The ECF will receive and comment on regular reports including:-

- Statistics and progress on meeting equality targets including an annual report on employment issues analysed by protected characteristics.

3.0 Health & Safety

3.1 The ECF will seek to promote health and safety and welfare within the Council and will keep under review the measures taken to ensure health and safety and welfare at work. The Forum will receive and comment on reports, including:-

- The Council's half-year and annual health and safety performance report providing an update of health and safety activities and giving information on outcome measures.

3.2 Any health and safety and welfare matters which are the responsibility of the Council as set out in the schedule to the Council's Constitution must be referred to the Licensing and General Purposes Committee.

4.0 Budget

The ECF will consider the budget, as part of the Council's consultation on the budget setting process and make comments on the recommendations.

5.0 Membership

5.1 The permanent membership of the Forum shall be as follows: -

- a) 7 Councillors to include the Leader / Deputy leader and the Portfolio Holder with responsibility for Human Resources.
- b) A minimum of one and maximum of 3 representatives from each recognised trade union. (Note the number of representatives for each trade union to be determined by their notified membership numbers).

5.2 The Council Members shall be appointed annually by the Cabinet. If a Council Member is unable to attend any meeting then a duly appointed Reserve Council Member may attend in their place.

5.3 The Employee Side Representatives shall be nominated to the Head of Paid Service within 14 days of each Annual Council. If an Employee Side representative is unable to attend any meeting they may nominate a substitute who shall be co-opted onto the committee for the purposes of this meeting.

5.4 The role of chairing the ECF will rotate between Council Members and Employee Side representatives each Municipal Year.

5.5 The Employee Side will agree amongst themselves who will take the Chair and notify Democratic Services.

5.6 Others who may attend the Forum include:-

Head of Paid Service, Corporate Directors & Directors (or representative)
Trade Union Branch Secretaries (or representative)
Trade Union Branch Regional Officials (as required)
Representatives from Employee Support Groups – for the Annual Equality in Employment report.
Other officers as required.

For the meeting to be quorate, it must be attended by a minimum of three Council Members and two trade union representatives from different trade unions.

6.0 Recommendations of the Employees' Consultative Forum

6.1 Recommendations of the ECF are reached by a majority vote among elected Members.

- 6.2 Recommendations of the ECF must go to the relevant portfolio holder or Cabinet, who are the last stage in the local procedures and in the normal course of events, will be implemented immediately (subject to the call-in period).

(Note: A proposal to establish any subsidiary body of this Committee shall be subject to its prior referral to and approval by Cabinet).

TENANTS', LEASEHOLDERS' AND RESIDENTS' CONSULTATIVE FORUM

Functions and Objectives

1. To be the overarching Residents Consultation mechanism for the Council on all policy, strategy and financial decisions affecting the management and ownership of the Council's housing stock and its estates.
2. To discuss items of major significance to all, or a number of, tenant and resident associations and forums concerning the management and ownership of the Council's housing stock.
3. To provide a forum to critically challenge the performance of the Housing Department in all aspects of service delivery and to make recommendations to Cabinet or the relevant Portfolio Holder regarding improvements.
4. To receive reports and updates from other Resident Involvement activities, particularly in relation to the setting and monitoring of service standards, resident scrutiny and inspection activities, but for all other areas of work as required. Any tenant, leaseholder or resident of a Council managed housing estate may request an item relevant to the work of the TLRCF to be placed on the agenda, but the final agenda will be at the discretion of the Chair of the Forum. Reports may be presented by either officers or residents, or in partnership as appropriate. Requested items must be received in writing to Democratic Services.
5. To request reports on specific areas of work in particular where they are perceived as not meeting agreed service standards/timescales etc. Requests for future reports or information on specific areas may be made at TLRCF meetings by any residents in attendance. Requested items will only be considered with the agreement of the Chair.

Meetings and Membership

6. The Forum shall meet at least six times in the Municipal Year, more often if the workload requires it. One meeting each year shall include discussion of the revenue budget proposals.
7. Recognised Tenants and Residents Associations, HFTRA and the Leaseholder Support Group shall be entitled to send two representatives each to the meetings. With the exception of the Leaseholder Support Group, where two representatives attend every effort should be made to send at least one Council

tenant. In the event that a vote is taken in order to gauge residents' opinions on a particular issue, recognised groups shall be entitled to one vote each.

8. Residents who are recognised by HFTRA as representing an estate where there is currently no Tenant and Resident Association are eligible to attend TLRCF and have one vote each. Only one individual can represent each estate in this way. The Chair of the Forum has the final decision on which resident is entitled to vote.
9. Voting rights may be restricted in certain areas of the work. For example where an item only directly affects tenants voting may be restricted to tenants that are present only, and a similar restriction where the item only directly affects leaseholders. The final decision on entitlement to vote lies with the Chair of the Forum.

Consultation and recommendations

10. All resident members of TLRCF have a responsibility to feed back to the group they represent the discussions that take place and decisions made at TLRCF in a timely way. Resident Participation Officers can support representatives in providing feedback and may from time to time ask to see meeting minutes and undertake surveys of TRA members to review the effectiveness of the feedback process.
11. The Chair of the Forum shall be appointed annually by the Cabinet.
12. Wherever possible all reports to Cabinet, on any proposed new policies or changes to policies that directly impact on tenants and leaseholders will first be considered by TLRCF so that resident views can be incorporated into the Cabinet report. However where an issue is either too urgent to wait for a TLRCF meeting, or is confidential the reasons why residents' views have not been incorporated must be clearly stated in the Cabinet report.
13. TLRCF was established as a forum to consult with residents and this is its primary purpose. Elected members and officers must bear in mind that residents should always have priority in contributing to discussion and debates.

Note:

1. *Except where the views of the Consultative Forum have been requested by the Executive / another Committee, no recommendation or reference to the Executive or another Committee can be made unless it is agreed by a majority of the elected Councillors.*
2. *A proposal to establish any subsidiary body of the Forum shall be subject to the prior referral to and approval by Cabinet.*