

**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 and the level of council tax) and the financial strategy for the Council;
- (b) The monitoring of the implementation of the budget and financial strategy;
- (c) To recommend major new policies (and amendments to existing policies) to the Council for approval as part of the Council's Policy Framework and implement those approved by Council;
- (d) To prepare and agree other policies and plans for implementation by Portfolio Holders and others (e.g. Quality Projects Management Action Plan, Personnel Strategy, Housing Investment Programme);
- (e) The approval of the Best Value Review programme and of the implementation plans emerging from those reviews;
- (f) The approval of the Council's Capital Programme;
- (g) The making of appointments to outside bodies;
- (h) All other key decisions – namely
 - a decision which is likely to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
 - is likely to be significant in terms of its effects on communities living or working in an area of two or more wards of the Borough;

- (i) The award of contracts over £500,000 and all matters reserved to the Executive under the Contract Procedure Rules;
- (j) All decisions which are expected to result in variations to agreed revenue or capital budgets;
- (k) Agreement to all virements between budgets within the permissible limits set by the Budget and Policy Framework Rules;
- (l) To determine all non-key decisions which fall outside the current Executive policy or agreed Executive guidelines;
- (m) To determine all non-key decisions referred to the Executive by the relevant Portfolio Holder;
- (n) To determine all recommendations and references from the Council or any of its Committees or sub-committees and which the Executive considers are appropriate for collective decision;
- (o) To agree the Authority's response to consultation papers.

Role and Areas of Responsibility of Portfolio Holders

General Responsibilities

- (a) All Portfolio Holders have the general responsibility of ensuring the effective management and delivery of executive functions within their area of responsibility and within the following framework:-
 - the Council's overall strategic, corporate and policy objectives and all statutory and other plans and strategies approved by the Council
 - the statutory and local obligation to ensure Best Value
 - the approved revenue and capital budgets
 - the law and the Council's Constitution
 - the decisions made at full meetings of the Cabinet.
- (b) All Portfolio Holders share the responsibility for ensuring:-
 - the development, co-ordination, promotion and implementation of the Council's statutory plans and strategies and for the setting of the Council's objectives.
 - the oversight, development, monitoring and promotion of all executive services provided by the Council within the appropriate performance management framework.

- that suitable and proper arrangements are made for the procurement, development, monitoring and promotion of all services relating to executive functions which are provided under contract to the Council.
- the promotion of the interests of the Borough, and of all the residents, businesses, other organisations and stakeholders within Harrow.
- that a community leadership role is taken by the Council across the public, voluntary and business sectors involving the development of good and effective working links with all sectors.
- the promotion and implementation of an effective equal opportunity policy in relation both to the employment of staff by the Council and the delivery of services by the Council and other agencies.
- the promotion of services which are sustainable, improve community safety, make for more open government and include new methods of community engagement.
- proper arrangements for consultation and participation with residents and service users in decision making and the development of key statutory plans and local community plans.

The Leader of the Council

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 and objectives,
 - the needs of the Borough and local communities on matters of comprehensive, corporate and strategic importance,
 - the Council's overall performance
- oversee the allocation of resources to implement the Council's plans and strategies and to meet the Council's objectives;

oversee the management processes of the Council and to keep under review the management structure of the Council, in order to