

PART 3

RESPONSIBILITY FOR FUNCTIONS

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INTRODUCTION

The Council may alter the terms of reference of, the composition of and delegations to any Committees, Sub-Committees, Working Groups, Parties and Panels reporting directly to it and the Scheme of Delegation to Officers.

Subject to the provisions of the Constitution and any legal requirements, any function may be delegated to a Committee or to an Officer (whether acting after consultation or otherwise) but may not be delegated to a single Councillor.

The Committees, Sub-Committees, Working Groups, Parties and Panels established at the time of publication of this issue of the Constitution are:

Committees reporting directly to Full Council:

Audit and Standards
Scrutiny
Development Management
Licensing

Working Groups, Parties and Panels reporting directly to Full Council:

Appointments Panel
Managing Director's Appraisal Panel
Independent Remuneration Panel
Civic Awards Panel
Investigatory and Disciplinary Committee (Statutory Officers)

Working Groups, Parties and Panels reporting directly to Cabinet:

Grants Panel
Appeals Panel
Overview Working Groups
Theatre Development Panel
Constitution Panel

Sub-Committees reporting directly to Committees:

Call-In Sub-Committee to the Scrutiny Committee
Hearing Sub-Committee to the Audit and Standards Committee

MATTERS RESERVED TO FULL COUNCIL

The Full Council is the ultimate decision-making body of the Council (subject to any legislative restrictions). All Councillors attend Full Council meetings (normally six meetings per year excluding special meetings) and at the Annual Full Council meeting which is normally held in May after the local government elections, Councillors are appointed to specific positions such as the Leader and the Chair of the Council.

1. Approve the Constitution (including political management structure, Council Procedure Rules, Standing Orders, Terms of Reference, Delegation Scheme, Financial Regulations and codes of conduct, subject to paragraph 16 below).
2. Appoint the Chair of the Council.
3. Appoint the Vice-Chair of the Council.
4. Appoint the Leader of the Council.
5. Make appointments to Committees subject to paragraph 16 below.
6. Agree and amend the terms of reference and delegated powers of Committees and Officers, subject to paragraph 16 below.
7. Agree the policy framework together with the following individual strategies/policy documents:
 - The Corporate Plan
 - Medium Term Financial Strategy
 - Community Cohesion Strategy
 - Housing Strategy and Business Plan
 - Homelessness Strategy
 - Licensing Policy and Statement
 - Local Development Framework
 - Crime and Disorder Reduction Strategy
8. Approve the following:
 - Council Tax
 - General Fund, Housing Revenue Account and Capital Expenditure Estimates
 - Housing rent levels (including domestic garages)

- Members' Allowances Scheme
 - Applications to the Secretary of State for the transfer of housing land.
9. Appointment of Honary Aldermen at meetings called specifically for this purpose.
 10. Appointment and dismissal of the Managing Director and Statutory Officers subject to any statutory provision.
 11. Resolve differences between the Cabinet, the Scrutiny Committee or the Call-In Sub-Committee.
 12. Review and make appointments to external organisations except where delegated.
 13. Deal with other matters not within the terms of reference of any other Committee.
 14. To receive the reports of Statutory Officers made under Section 114 of the Local Government Finance Act 1988 or the Local Government and Housing Act 1989.
 15. Such other matters as the Full Council may from time to time reserve to itself or as may be reserved to Full Council by law.
 16. Deciding on departures from Council policies, strategies and budgets as previously agreed.
 17. Paragraphs 1, 5 and 6 above are subject to the functions delegated to the Licensing Committee by the Council under the Licensing Act 2003:- in respect of:-
 - the establishment of Sub-Committees;
 - regulation of its own procedure and that of its Sub-Committees; and
 - arrangements for the discharge of its functions by a Sub-Committee or Officer(s).

18. Investigatory and Disciplinary Committee (Statutory Officers) terms of Reference

Appointed by	Full Council, from time to time in accordance with the wishes of the political groups.
Membership	Five Councillors allocated between political groups in accordance with the rules on political balance set out in the Local Government and Housing Act 1989 and two Independent Persons.

Chair/Vice Chair	To be elected by members of the Committee.
Decision making	To be the majority of those present and voting. The Chair to have the casting vote if required.
Terms of reference	<ol style="list-style-type: none"> 1. To screen potential disciplinary/dismissal matters to consider whether they require investigation and whether the relevant Statutory Officer should be suspended. 2. To organise the investigation, including appointing a suitably qualified investigator, the relevant Officer, who will consult with the Chair of the Committee. 3. To review the outcome of the investigation to consider whether disciplinary action is appropriate, after hearing the Statutory Officer under investigation, and report its recommendations. 4. Where a recommendation is dismissal, to refer the matter to the Full Council with its views and recommendations. 5. The Report of the Committee to be placed before Full Council for Council to be fully informed prior to making a decision whether to dismiss or not. 6. To suspend and keep under review the suspension of the Managing Director, Monitoring Officer and s151 Chief Financial Officer whilst an investigation takes place into alleged misconduct. 7. To take disciplinary action <u>short of dismissal</u> against the Managing Director, Monitoring Officer and s151 Chief Financial Officer. 8. Where Full Council approves the dismissal to action the dismissal by authorising a notice of dismissal.

The Committee will be governed by the provisions contained in Part 4 of the Constitution (Officer Employment Procedure Rules).

MATTERS RESERVED TO CABINET

The Cabinet carries out all the Council's functions which are not reserved to Full Council or the responsibility of any other part of the Council, whether by law or under the Council's Constitution and takes Key Decisions as defined in Part 2 of this Constitution.

Terms of Reference

1. Develop and review policies within the Council's policy framework.
2. Review the use and allocation of assets and resources within approved budgets and make recommendations to Council on the same.
3. Be responsible for and review Council services, including the introduction of new services and the standard or level of existing services.
4. Promote partnerships consistent with the Council's Corporate Plan.
5. Respond to relevant documents and initiatives from other organisations.
6. Review and make recommendations on the Scheme of Delegations, Council Procedure Rules, Standing Orders relating to Contracts and Financial Regulations.
7. Promote and develop the image and reputation of the district and the Council.
8. Prepare and maintain a forward plan of Key Decisions.

The Cabinet can appoint Working Groups under Article 9 of the Constitution. Currently it has one permanent Working Group:

CABINET OVERVIEW WORKING GROUP

Terms of reference

1. To prepare a work programme as directed by Cabinet to consider issues of relevance to Harlow.
2. To review the key issues relating to the work plan policy item in order to identify and propose to Cabinet, practicable, affordable and prioritised recommendations which improve the effectiveness of the policy within the resources available.

Chairing and membership

1. Cabinet shall appoint the Chair and Vice Chair of the Working Group along with its membership which can be drawn from the full membership of the Council.
2. The Chair shall be a member of the Administration and the Vice Chair shall be a member of the Administration.

COMMITTEES

AUDIT AND STANDARDS COMMITTEE

The role of the Committee is two-fold:

Audit – The Committee oversees the Council's internal audit and risk functions; receives and approves external audit reports; scrutinises and approves the Annual Statement of Accounts; makes reports and recommendations to the Cabinet, Committees and the Council as a whole on the adequacy of its corporate governance and risk management arrangements and the associated control environment.

Standards - The Committee deals with a range of matters including issues concerning Councillors' conduct, providing advice and guidance to the Council, the Cabinet and individual Councillors and advising on the application and review of the Constitution.

Terms of reference

Audit

1. To approve the Internal Audit Charter.
2. To consider the Audit Manager's annual report and opinion, the summary of Internal Audit activity and the level of assurance it can give over the Council's corporate governance arrangements.
3. To approve the risk-based Internal Audit Plan, including resource requirements and its approach to using other sources of assurance.
4. To consider summaries of Internal Audit reports.
5. To consider reports from Internal Audit on agreed recommendations not implemented within reasonable timescales.
6. To consider reports dealing with the management and performance of the providers of Internal Audit services.
7. To consider the external auditor's Annual Audit and Inspection Letter and other reports.
8. To comment on the scope and depth of external audit work and to ensure it gives value for money.
9. To liaise over the appointment of the Council's external auditor.
10. To commission work from Internal Audit and the external auditor.

Regulatory framework

11. To review any issue referred to it by the Managing Director, Statutory Officer or any Council body.
12. To monitor the effective development and operation of risk management and corporate governance in the Council.
13. To consider the Council's arrangements to secure value for money and review assurances and assessments on the effectiveness of these arrangements.
14. To monitor the Council's policies on whistle blowing, for contraventions of financial and other procedures or fraud-related situations; Anti-fraud and Corruption Strategy and complaints.
15. To approve the Annual Governance Statement.
16. To consider the Council's framework of assurance and ensure it adequately addresses the risks and priorities of the Council.
17. To consider the Council's compliance with its own and other published standards and controls.

Accounts

18. To review and approve the Annual Governance Statement Annual Statement of Accounts, considering whether appropriate accounting policies have been followed.
19. To consider the external auditor's report to those charged with governance on issues arising from their audit of the accounts.

Accountability Arrangements

20. To report to Full Council on a regular basis on the Committee's performance in relation to the terms of reference and the effectiveness of the Committee in meeting its purpose.

Standards

21. Promoting and maintaining high standards of conduct by Councillors and co-opted persons of Committees.
22. Assisting Councillors and co-opted persons of Committees to observe the Code of Conduct.
23. Advising the Council on the adoption or revision of the Code of Conduct.
24. Monitoring the operation of the Code of Conduct.

25. Advising and/or censuring and/or imposing a sanction on a Councillor or co-opted person of a Committee (or former Councillor or co-opted person) of the Council.
26. Having oversight of all aspects of Councillor development.
27. Receiving annual reports in a monitoring and guidance role on whistle blowing, bullying and harassment.
28. Being fully involved in any ethical review of the Council or its activities.

Meetings are open to members of the public, except for when confidential information is being considered.

Members of the public may ask questions at meetings of the Audit & Standards Committee.

Chairing

1. Full Council shall appoint the Chair and the Vice Chair of the Committee.

The Audit and Standards Committee has one permanent Sub-Committee, the Hearing Sub-Committee:

HEARING SUB COMMITTEE

The Hearing Sub-Committee will undertake hearings in respect of a Councillor (or co-opted person) who it is alleged has failed to comply with the Council's Code of Conduct. Following the hearing, the Sub-Committee will report its findings and make recommendations as appropriate.

Terms of reference

1. To conduct a Hearing into an allegation that a Councillor or Co-opted person has breached the Council's Code of Conduct.
2. Following a Hearing, make one of the following findings:
 - a) That the Councillor/co-opted person has not failed to comply with the Code of Conduct and no further action needs to be taken in respect of the matters considered at the Hearing.
 - b) That the Councillor/co-opted person has failed to comply with the Code of Conduct but that no further action needs to be taken in respect of the matters considered at the Hearing.
 - c) That the Councillor/co-opted person has failed to comply with the Code of Conduct and that a sanction and/or an informal resolution should be imposed.

3. The Sub-Committee may impose any action or combination of actions available to it, or impose any informal resolution or combination of informal resolutions as are available to it by law or policy.
4. After making a finding the Sub-Committee shall, as soon as reasonably practicable provide written notice of its findings and the reasons for its decision to the Councillor/co-opted person and complainant.

Chairing

1. Full Council shall appoint the Chair and the Vice Chair of the Sub-Committee.

SCRUTINY

The Council's Scrutiny functions are undertaken by the Scrutiny Committee and the Call-In Sub-Committee.

SCRUTINY COMMITTEE

The Scrutiny Committee supports the work of the Cabinet and the Council as a whole. The Scrutiny Committee has no decision-making powers and cannot scrutinise individual regulatory or quasi-judicial issues. Its function is to raise issues for consideration, to examine and scrutinise matters of community interest, to hold the Cabinet to account, and to represent the interests and views of the public. Where appropriate, joint reviews will be undertaken with other organisations.

Terms of reference

1. To provide the main forum for the Council's internal and external scrutiny work, focusing on activities that improve outcomes for local people.
2. To approve an annual overview and scrutiny work programme, including the programme of any task and finish groups appointed so as to ensure that the Committee's and task and finish groups' time is effectively and efficiently utilised.
3. To ensure that referrals from the Scrutiny Committee to the Cabinet, either by way of report or for reconsideration, are managed efficiently.
4. At the request of the Cabinet to make recommendations about the priority of referrals if the volume of such reports creates difficulty for the management of Cabinet business or jeopardises the efficient running of Council business.
5. To receive and action requests from the Cabinet and/or the Council for reports.
6. To have the powers in relation to Cabinet decisions made but not implemented as set out in Section 21(3) of the Local Government Act 2000 (as amended).

7. To have the power to investigate any matters it considers relevant to its work area, and to make recommendations to the Council, the Cabinet or any other Committee or Sub-Committee of the Council as it sees fit.

Chairing

1. Full Council shall appoint the Chair and the Vice Chair of the Committee.
2. The Chair shall be a member of the Administration and the Vice Chair a member of the Opposition.

The Scrutiny Committee has one permanent Sub-Committee (the Call-In Sub-Committee) which will carry out the internal scrutiny functions of the Scrutiny Committee. This Sub-Committee will be chaired by the Vice Chair of the Scrutiny Committee:

CALL IN SUB-COMMITTEE

Terms of reference

1. To review and scrutinise decisions made or other action taken, in connection with the discharge of any functions of the Council making recommendations to the Scrutiny Committee.
2. To call in, review or scrutinise any decision made but not implemented and to recommend that the decision be reconsidered by the person or body who made it.
3. To have power to require any Harlow District Council Councillor and/or Officer to attend before it and to answer questions; it being the duty of any such Councillor or Officer to comply with any such requirement.
4. To consider matters referred by individual Councillors.

Chairing

1. Full Council shall appoint the Vice Chair of the Sub-Committee.
2. The Chair shall be the Vice Chair of the Scrutiny Committee.
3. In the absence of the Chair the Vice Chair shall preside.

DEVELOPMENT MANAGEMENT COMMITTEE

Terms of reference

Functions relating to town and country planning and development control.

Terms of Delegation

1. Town and Country Planning Act 1990 and any related legislation including:
 - a) determination of planning applications (subject to 2 below);
 - b) enforcement of planning control; and
 - c) waste land notices, purchase notices, etc.
2. The only planning matters that are dealt with by the Committee are:
 - a) Applications on which two or more material planning objections have been received in the stipulated time span, which has not been resolved by negotiation or through the imposition of conditions and which Officers wish to support.
 - b) Applications which any Councillor requests in writing within 21 days of the circulation of the details of the application on the Weekly List, with a valid planning reason for bringing it to the Committee.
 - c) Major planning applications, which Officers, in consultation with the Chair, consider are likely to be of significant public interest.
 - d) Applications submitted by or on behalf of the Council for its own development.
 - e) Applications which are notified to Planning Services as being submitted by or on behalf of a Councillor of the Authority (or his or her spouse/partner), the MP for the district, the MEP for the district or Officers at Service Head Level or above, as considered necessary by any of the above Officers.
3. Listed Buildings and Conservation Areas Act 1990
 - a) Determination of applications for Listed Buildings and Conservation Area consent.
 - b) Enforcement of Listed Building and Conservation Area legislation.
4. To consider and determine the Council's comments where appropriate on major development outside the district when consulted by other Local Planning Authorities.
5. To hear and determine appeals against the making of Tree Preservation Orders.

LICENSING COMMITTEE

Terms of reference

Functions relating to licensing and registration functions (in so far as not covered by any other function of the Committee) and health and safety at work.

Terms of delegation

1. Except in relation to the Statement of Licensing Policy, to discharge all functions conferred upon the Council as a licensing authority under the Licensing Act 2003, including responsibility for licensing the sale and supply of alcohol, the provision of regulated entertainment and late night refreshment.
2. Except in relation to the Statement of Licensing Policy, to discharge all functions conferred upon the Council as a licensing authority under the Gambling Act 2005.
3. The enforcement of trading requirements relating to the sale of goods and opening hours of shops and other premises and the issue of licences, consents and/or registrations, as appropriate, including enforcement, of the following:
 - a) Hackney carriages and private hire vehicles, including their drivers, operators and vehicle inspections;
 - b) pet shops, riding establishments, boarding kennels and catteries, dog breeding establishments, zoos and keepers of dangerous wild animals;
 - c) ear piercing, acupuncture, electrolysis and tattooing;
 - d) sex establishments;
 - e) street trading;
 - f) pavement permits (Highways Act 1980);
 - g) charity street collections and house-to-house collections;
 - h) camping and caravan sites;
 - i) motor salvage operators and scrap metal dealers; and
 - j) game dealers.
4. To progress actions arising from the Crime & Disorder Strategy which may be referred to it for consideration.
5. Any other matters relating to licensing which may be referred to it.

LICENSING SUB-COMMITTEE

Under the Licensing Act 2003 and Gambling Act 2005 the Licensing Committee has delegated a Licensing Sub-Committee to deal with matters which require a hearing. The membership of each Licensing Sub-Committee meeting comprises of three Members who have been drawn from a pool of Licensing Committee members.

JOINT ARRANGEMENTS

The Council has established a Joint Partnership Committee with Uttlesford District Council. It has established no other joint arrangements.

The Joint Partnership Committee with Uttlesford District Council for the Revenues and Benefits Service has as its key objective the oversight and governance of generating significant cashable savings whilst improving the levels of service performance and monitoring through service level agreements and to oversee the formation and governance of the Partnership.

Membership

The Committee will be composed of Six (6) Councillors, Three (3) from each Council.

Quorum

Four (4) Councillors, at least two (2) from each Council.

Chairing

The post of Chair shall rotate 6-monthly with a Chair chosen from each Council in turn.

The Vice-Chair of the Committee shall be chosen from the Council not holding the post of Chair.

Frequency of Meetings

The Committee shall meet at least four (4) times per year.

Role and function

- a) To oversee the formation of the Partnership;
- b) To monitor, scrutinise and review the performance of all services within the Partnership Agreement;
- c) To monitor the budgets of all services which fall within the Partnership Agreement;
- d) To agree the business plan for all services within the Partnership Agreement and the measures on which performance will be evaluated;
- e) To recommend to each Council an annual budget for all services which fall within the Partnership Agreement by 1 December of each year;
- f) To monitor the effectiveness of all joint working arrangements through:
 - A quarterly review of performance;

- An annual review of effectiveness and delivery of outcomes;
- g) To submit the annual review to a meeting of each Full Council by 30 June each year;
- h) To oversee and make recommendations to each Council on the further development of joint working arrangements regarding service quality, value for money and commercial opportunity;
- i) To discuss and review all opportunities for further joint working and make recommendations to both Councils.

WORKING GROUPS, PARTIES AND PANELS

1. The meetings of Working Groups, Parties and Panels are open to the public unless a Working Party, Panel or Group decides otherwise for a specific reason.
2. The definitions of a Working Group, Party or Panel shall be as follows:
 - a) where the appointed body is of an ongoing nature it shall be called a working group;
 - b) where the appointed body has a definite start/finish date with "task and finish" terms of reference, it shall be called a working party; and
 - c) where the appointed body is established for a specific purpose, but meets only when required to consider and resolve specific issues on that agenda, it shall be called a panel.
3. No Working Group, Party or Panel shall have decision making powers.
4. All Working Groups, Parties and Panels shall:
 - a) Be comprised of at least three (3) Members and no more than ten (10) Members, adhering the principle of political balance where practicable;
 - b) Have their membership agreed at the meeting where the body is established;
 - c) Have their terms of reference agreed at the meeting where the body is established.
 - i. The terms of reference must fall under the remit of the parent body.
 - ii. A Working Party's finish date must be agreed at the meeting where it is established and will be included in its terms of reference.
5. The membership and terms of reference of a Working Group, Party or Panel can only be changed by resolution of the parent body.
6. The identification, classification and terms of reference of current Working Groups, Parties and Panels are available from the Corporate and Governance Support section.

MEMBER CHAMPIONS

Role description

1. Represent all those people who are covered by the position and ensure that their needs are identified, recognised and met where possible by the Council and other relevant bodies, including the voluntary sector.
2. Act as spokesperson to promote the positive aspects of the Council's work among those on whom the Member Champion's interest area impacts.
3. Promote a joined-up approach between the activities of the Council and the work of other organisations, in supporting activities for the Member Champion's interest area and involving them in developing services.
4. Encourage people to play a fuller role in shaping the policies relevant to the Member Champion's interest area and to participate with statutory and voluntary organisations that are planning, making decisions on and delivering services that affect them.
5. Encourage statutory and voluntary organisations to actively seek out and engage with other bodies in planning, defining and delivering services which affect them.

Duties and responsibilities

1. Foster cross-party co-operation and be able to engage with relevant outside groups and Officers.
2. Understand and express the opinions and priorities of those groups.
3. Be sensitive to Council priorities. Champions cannot allow themselves to 'go native' and forget about their broader role as a Councillor.
4. Act in respect of the whole range of relevant issues rather than focus upon a 'pet interest'.
5. Raise the profile of the issue and signaling to the relevant groups the Council's commitment to the issue.
6. Foster the engagement of a wider range of Councillors in the issue.
7. Promote effective communication and positive working relationships both within the Council and among relevant partners, stakeholders and community groups.
8. Provide positive support, and on occasions constructive challenge, to Officers in driving forward the Council's agenda on the issue.
9. Be available to be the Council's nominee on appropriate outside bodies and to attend relevant conferences and training and briefing opportunities.
10. Keep up to date on issues relevant to the Member Champion's interest.

11. Identify and represent needs of groups and individuals who are at the moment not represented or part of the existing processes.

Accountability

Member Champions shall report annually to the last ordinary Full Council meeting of the year, but the Cabinet and/or the Scrutiny Committee may ask for updates.

SCHEME OF DELEGATION TO OFFICERS

PART 1

GENERAL PROVISIONS

A Conditions concerning delegations

1. Where any matter is delegated to a particular Officer this scheme of delegation shall be construed as referring to any Officer to whom those duties may have been assigned from time to time whether as a result of any management restructuring or otherwise and howsoever the post may be named or designated.
2. Powers delegated shall, unless expressly stated to the contrary, be deemed to include all of the powers of the Council or Committee under legislation or common law but shall be exercised in conformity with the relevant procedures, rules and regulations of the Council in force from time to time and in accordance with the expressed policies and objectives of the Council relevant to the matter upon which action is proposed to be taken.
3. The delegations to Officers shall be deemed to extend to any statutory re-enactment thereof, whether in whole or part, whether varied in extent or wording, provided that any major variation shall be reported to for information to the Council or any relevant Committee.
4. The delegation of any power or function includes the authority to take all steps and actions ancillary to, conducive to or to facilitate the exercise of the power or function.
5. An appropriate record shall be made and retained of the exercise of delegated powers and functions.

B Functions of Officers: general delegations

1. The Managing Director and any Officer acting in his/her place in accordance with paragraph 18 below may discharge the functions of any of the Council's Committees or the Cabinet; the professional and managerial functions relating to his/her service; and any of the Council's functions in cases of emergency.
2. The Managing Director and Heads of Service (any Officer acting in his/her place in accordance with paragraph 18 below) may discharge the general functions delegated to them (in paragraphs 3 to 18 below) as well as the specific professional and managerial functions relating to his/her service as identified below.
3. To implement changes to service delivery arrangements and to approve virement between budget heads which do not significantly affect levels of service, require changes to policies or cause budgets to be exceeded, in accordance with Financial Regulations.

4. Together with the Head of Governance to initiate legal and other procedures as necessary pursuant to authorising the institution, defence or settlement of any legal proceedings and incurring any necessary expenditure for the same purpose within existing budgets.
5. To determine charges/concessions in accordance with policies determined by the Council.
6. To take all necessary steps to preserve the Council's land and property, including repairs, insurance and the employment of agents and contractors.
7. To make purchases and/or enter into agreements on behalf of the Council in line with policy and the approved budget in accordance with Financial Regulations and Standing Orders relating to Contracts.
8. To implement agreed schemes and incur capital and revenue expenditure within budget except for matters which require further consideration by a Committee or the Council.
9. To make planning applications for Council development proposals.
10. To deal with all complaints from the Local Government Ombudsman and to make settlements of up to £1,000 in cases where, in accordance with Financial Regulations, it is considered appropriate.
11. To make representations regarding governmental or other consultation processes in line with agreed policy.
12. If a matter involves considerations not wholly within the purview of the Officer primarily involved there shall be an obligation to consult with any other Officer, agency or local authority with related responsibilities and to take account of their views before decisions are made and action taken.
13. Before discharging any function an Officer must have regard to the desirability of consulting the Leader, appropriate Portfolio Holder or Committee Chair and/or Councillors.
14. The Officer shall always be entitled to refer a matter to the appropriate Committee for decision where he/she considers it expedient to do so.
15. The Officer may authorise other appropriate Officers in his/her service to exercise, on his/her behalf, functions delegated to him/her. Any decision taken under this authority shall remain the responsibility of the relevant Officer named above and must be taken in the name of that Officer who shall remain accountable and responsible for such decision.
16. In discharging delegated functions Officers shall:
 - a) comply with all relevant legislation;
 - b) have regard for the provisions of the Constitution;

- c) have regard to best value principles and use the most efficient and effective means available including the deployment of staffing and other resources within their control and the procurement of other resources necessary whether within or outside the Council;
- d) act in accordance with the policies and objectives of the Council; and
- e) have regard to the corporate interests and image of the Council.

17. Officers discharging functions under paragraph 1 above, other than those which relate to his/her service, must report any action taken to the appropriate Committee or partnership.

18. Where an Officer referred to in paragraphs 1 or 2 above is to be absent for any period he/she or the Managing Director or Head of Service as appropriate, must nominate in writing another Officer to act in his/her place during the period of absence.

C Calling-in Officer decisions

1. An Officer decision taken under delegated powers on behalf of the Cabinet which has yet to be implemented, may be called-in by the Call-In Sub-Committee for consideration.
2. A decision is called-in by two (2) voting Members of the Call-In Sub-Committee giving notice in writing delivered to the Managing Director identifying the decision they wish to call-in and the reasons why.
3. On receipt of the written notice, the Managing Director will, in consultation with the Chair or in his/her absence the Vice-Chair, convene a meeting of the Call-In Sub-Committee to consider the decision. The meeting shall take place, if possible, not more than 10 working days from the date of receipt of the notice.
4. No further action may be taken on the decision until the Sub-Committee has met to consider it.
5. The Sub-Committee having considered the decision, shall resolve to deal with the matter in one of the three ways:-
 - a) release the decision for implementation;
 - b) refer the matter to the Cabinet for reconsideration in the light of any representations the Sub-Committee may make; and
 - c) recommend that the decision be reconsidered by the person who made it.
6. The following decisions of Officers are not subject to call-in:
 - a) a decision to implement Council policy approved by the Council within the preceding six (6) months;

- b) a decision that has already been subject to call-in under paragraph (a) above;
- c) a decision taken in the exercise of the Council's functions as the local planning authority under the Town and Country Planning Acts and in the exercise of non-policy matters relating to the Licensing Committee;
- d) a decision on a procedural, operational or managerial matter;
- e) decisions in relation to which a specific appeals procedure of any description exists; and
- f) any decisions taken by the Monitoring Officer, or the Chief Finance Officer pursuant to their statutory functions.

D Appointment of Proper Officers

1. An Officer referred to in paragraph 1 and 2 (Functions of Officers: General Delegations) above is the Proper Officer for all purposes relating to his/her service.
2. The Managing Director shall, where necessary, appoint proper Officers for the discharge of the Council's functions where an appointment is required by any legislation.

PART 2

SPECIFIC DELEGATIONS

MANAGING DIRECTOR

The Managing Director shall act personally as the Head of the Paid Service in accordance with Section 4 of the Local Government & Housing Act 1989 and the Council will provide him/her with such staff, accommodation and other resources as are, in his/her opinion, sufficient to allow his/her duties under this section to be performed.

The Managing Director shall have the delegated authority to define the specific roles of any Chief Officer and Head of Service.

At the publication of this version of the Constitution the Managing Director is specifically responsible for the Heads of Service.

HEAD OF FINANCE

The Head of Finance shall act specifically as the Council's appointed Officer (Chief Finance Officer) under Section 151 of the Local Government Act 1972 and be responsible for the proper administration of the Council's financial affairs and for reporting under Section 114 of the Local Government Finance Act 1988. He/she shall nominate an Officer to deputise in his/her absence under those sections. He/she shall have all the functions of the following services:-

- Finance
- Accountancy
- Revenues and Benefits
- Insurance
- Internal Audit
- ICT

Under paragraphs 1 to 4 of the General Provisions of the scheme of delegations to Officers the Head of Finance shall have the delegated authority to exercise all of the powers in relation to the above areas of the Council, or any Committee, under legislation or common law. Such authority shall be exercised in conformity with the relevant procedures, rules and regulations of the Council in force from time to time and in accordance with the expressed policies and objectives of the Council relevant to the matter upon which action is proposed to be taken.

This delegated authority shall be deemed to extend to any statutory re-enactment of any relevant legislation, whether in whole or part, whether varied in extent or wording, provided that any major variation shall be reported for information to the Council or any relevant Committee.

The delegation of any power or function includes the authority to take all steps and actions ancillary to, conducive to or to facilitate the exercise of the power or function.

The Head of Finance shall have the power to delegate any of his/her functions to any appropriately experienced and/or qualified Officer in his/her service. He/she shall be responsible for ensuring that a full list of Officers in receipt of such delegated power is maintained on the Council's internal website. Any decision taken under this authority shall remain the responsibility of the Head of Finance and must be taken in the name of that Officer who shall remain accountable and responsible for such decisions.

Notwithstanding the obligation to maintain such an updated list where any matter is delegated to a particular Officer this scheme of delegation shall be construed as referring to any Officer to whom those duties may have been assigned from time to time whether as a result of any management restructuring or otherwise and howsoever the post may be named or designated.

HEAD OF GOVERNANCE

The Head of Governance shall have all the functions of the following services:-

- Legal
- Human Resources
- Corporate & Governance Support
- Payroll
- Elections
- Land Charges
- Relationship and Commissioning
- Policy and Performance

In addition the Head of Governance will exercise the functions of the Monitoring Officer under the provisions of the Local Government and Housing Act 1989 (and as necessary appoint a deputy). He/she will authorise Officers to appear on behalf of the Council before the courts in any proceedings instituted by or on behalf of or against the Council, complete all necessary documentation in connection with sales and acquisitions of land or property for the Council, complete, execute, sign any other deed, document, letter or process in relation to any other transaction or matter where the Council is a party or has an interest, authorise the issue of proceedings (whether civil or criminal or of any other description) on behalf of the Council and defend, compromise, settle, dispose or conclude the same in such manner as in the opinion of the post holder will meet the best interests of the Council and to be the Proper Officer for the purpose of the Local Government Act 1972, Section 234.

Under paragraphs 1 to 4 of the General Provisions of the Scheme of Delegations to Officers the Head of Governance shall have the delegated authority to exercise all of the powers in relation to the above areas of the Council, or any Committee, under legislation or common law. Such authority shall be exercised in conformity with the relevant procedures, rules and regulations of the Council in force from time to time and in accordance with the expressed policies and objectives of the Council relevant to the matter upon which action is proposed to be taken.

This delegated authority shall be deemed to extend to any statutory re-enactment of any relevant legislation, whether in whole or part, whether varied in extent or wording, provided that any major variation shall be reported for information to the Council or any relevant Committee.

The delegation of any power or function includes the authority to take all steps and actions ancillary to, conducive to or to facilitate the exercise of the power or function.

The Head of Governance shall have the power to delegate any of his/her functions to any appropriately experienced and/or qualified Officer in his/her service. He/she shall be responsible for ensuring that a full list of Officers in receipt of such delegated power is maintained on the Council's internal website. Any decision taken under this authority shall remain the responsibility of the Head of Governance and must be taken in the name of that Officer who shall remain accountable and responsible for such decisions.

Notwithstanding the obligation to maintain such an updated list where any matter is delegated to a particular Officer this Scheme of delegation shall be construed as referring to any Officer to whom those duties may have been assigned from time to time whether as a result of any management restructuring or otherwise and howsoever the post may be named or designated.

HEAD OF COMMUNITY WELLBEING

The Head of Community Wellbeing shall have all the functions of the following services:-

- Community Safety
- Community, Leisure and Culture
- Relationship and Commissioning
- Contact Harlow
- Reprographics
- Communications
- Regeneration
- Economic Development
- Housing Growth

Under paragraphs 1 to 4 of the General Provisions of the scheme of delegations to Officers the Head of Community and Wellbeing shall have the delegated authority to exercise all of the powers in relation to the above areas of the Council, or any Committee, under legislation or common law. Such authority shall be exercised in conformity with the relevant procedures, rules and regulations of the Council in force from time to time and in accordance with the expressed policies and objectives of the Council relevant to the matter upon which action is proposed to be taken.

This delegated authority shall be deemed to extend to any statutory re-enactment of any relevant legislation, whether in whole or part, whether varied in extent or wording, provided that any major variation shall be reported for information to the Council or any relevant Committee.

The delegation of any power or function includes the authority to take all steps and actions ancillary to, conducive to or to facilitate the exercise of the power or function.

The Head of Community and Wellbeing shall have the power to delegate any of his/her functions to any appropriately experienced and/or qualified Officer in his/her service. He/she shall be responsible for ensuring that a full list of Officers in receipt of such delegated power is maintained on the Council's internal website. Any decision taken under this authority shall remain the responsibility of the Head of Community and Wellbeing and must be taken in the name of that Officer who shall remain accountable and responsible for such decisions.

Notwithstanding the obligation to maintain such an updated list where any matter is delegated to a particular Officer this Scheme of Delegation shall be construed as referring to any Officer to whom those duties may have been assigned from time to time whether as a result of any management restructuring or otherwise and howsoever the post may be named or designated.

HEAD OF HOUSING

The Head of Housing shall have all the functions of the following services:-

- Property Services
- Housing Needs and Options
- Sheltered Housing
- Area Housing
- Home Ownership

Under paragraphs 1 to 4 of the General Provisions of the scheme of delegations to Officers the Head of Housing shall have the delegated authority to exercise all of the powers in relation to the above areas of the Council, or any committee, under legislation or common law. Such authority shall be exercised in conformity with the relevant procedures, rules and regulations of the Council in force from time to time and in accordance with the expressed policies and objectives of the Council relevant to the matter upon which action is proposed to be taken.

This delegated authority shall be deemed to extend to any statutory re-enactment of any relevant legislation, whether in whole or part, whether varied in extent or wording, provided that any major variation shall be reported for information to the Council or any relevant Committee.

The delegation of any power or function includes the authority to take all steps and actions ancillary to, conducive to or to facilitate the exercise of the power or function.

The Head of Housing shall have the power to delegate any of his/her functions to any appropriately experienced and/or qualified Officer in his/her service. He/she shall be responsible for ensuring that a full list of Officers in receipt of such delegated power is maintained on the Council's internal website. Any decision taken under this authority shall remain the responsibility of the Head of Housing

and must be taken in the name of that Officer who shall remain accountable and responsible for such decisions.

Notwithstanding the obligation to maintain such an updated list where any matter is delegated to a particular Officer this Scheme of Delegation shall be construed as referring to any Officer to whom those duties may have been assigned from time to time whether as a result of any management restructuring or otherwise and howsoever the post may be named or designated.

HEAD OF PLACE

The Head of Place shall have all the functions of the following services:-

- Forward Planning
- Development Management
- Building Control
- Structural Engineering
- Environmental Health
- Licensing
- Waste and Recycling
- Environment & Biodiversity
- Street Scene
- Cemetery and Crematorium
- Highways
- Property and Facilities Management
- Emergency Planning

Under paragraphs 1 to 4 of the General Provisions of the Scheme of Delegations to Officers the Head of Place shall have the delegated authority to exercise all of the powers in relation to the above areas of the Council, or any Committee, under legislation or common law. Such authority shall be exercised in conformity with the relevant procedures, rules and regulations of the Council in force from time to time and in accordance with the expressed policies and objectives of the Council relevant to the matter upon which action is proposed to be taken.

This delegated authority shall be deemed to extend to any statutory re-enactment of any relevant legislation, whether in whole or part, whether varied in extent or wording, provided that any major variation shall be reported for information to the Council or any relevant Committee.

The delegation of any power or function includes the authority to take all steps and actions ancillary to, conducive to or to facilitate the exercise of the power or function.

The Head of Place shall have the power to delegate any of his/her functions to any appropriately experienced and/or qualified Officer in his/her service. He/she shall be responsible for ensuring that a full list of Officers in receipt of such delegated power is maintained on the Council's internal website. Any decision taken under this authority shall remain the responsibility of the Head of Place and must be

taken in the name of that Officer who shall remain accountable and responsible for such decisions.

Notwithstanding the obligation to maintain such an updated list where any matter is delegated to a particular Officer this scheme of delegation shall be construed as referring to any Officer to whom those duties may have been assigned from time to time whether as a result of any management restructuring or otherwise and howsoever the post may be named or designated.

APPENDIX A – TERMS OF REFERENCE OF WORKING GROUPS AND PARTIES

APPOINTMENTS PANEL

1. Appointment of Strategic Directors;
2. Dismissal of Strategic Directors;
3. Discipline of Strategic Directors;
4. Disciplinary investigation and action in respect of the Monitoring Officer (and other staff) in relation to postal votes investigation;
5. To determine disciplinary and/or capability hearings for other staff where it would be inappropriate for a member of the Corporate Management Team to ordinarily determine.

CIVIC AWARDS PANEL

A panel be appointed by Council to consider such nominations and make recommendations for allocating Civic Awards, the panel to consist of the Chairman of the Council, the Vice-Chairman of the Council and one representative of each political group represented on the Council.

CONSTITUTION PANEL

1. Consider constitutional developments that may have an impact on or benefit for Harlow District Council;
2. Make recommendations to Cabinet on such matters; and
3. Liaise with officers in order to ensure that the Constitution is accurate and up to date.

GRANTS PANEL

To consider the grants policy and the allocation of grants.

INDEPENDENT REMUNERATION PANEL

To recommend to Full Council changes to the Councillors' Allowance Scheme as set out in Part 6 of this Constitution and in accordance The Local Authorities (Members' Allowances) (England) Regulations 2003.

LOCAL DEVELOPMENT PLAN PANEL

To oversee the preparation of the Council's development plan documents including:

1. Consideration of relevant technical reports' evidence, the implications for Harlow and how the findings could to be addressed, by planning policy, to ensure that the Council's corporate objectives are achieved.
2. Making appropriate recommendations to Cabinet on any proposals concerning the Council's overall planning strategy and policies.

Chairmanship and Membership

Cabinet shall appoint the Chairman and Vice Chairman of the Local Development Plan Panel along with its membership which can be drawn from the full membership of the Council.

MANAGING DIRECTOR'S APPRAISAL PANEL

1. To review the performance of the Managing Director.
2. To set the Managing Director's key objectives for the forthcoming 1-3yrs.
3. Apply the appropriate competency framework.
4. To review the Managing Director's performance on a quarterly basis.
5. To discuss any other issues (as required) and report to the Audit and Standards Committee and Council, as appropriate.

SHAREHOLDER SUB COMMITTEE

1. To receive reports on the creation of HTS (Property and Environment) Limited and HTS Group Limited and approve key decisions, including, but not exclusively, the Articles of Association, the scheme of delegation and determining shareholder controls.
2. To be consulted on the appointment and dismissal of the HTS (Property and Environment) Limited and HTS Group Limited Directors and external auditors.
3. To hold the HTS (Property and Environment) Limited and HTS Group Limited Boards to account.
4. To receive and agree the HTS (Property and Environment) Limited and HTS Group Limited Business Plans.
5. To receive financial and performance monitoring reports and accounts.

6. To approve the cessation of existing business areas and approve new areas of business that fall outside of the thresholds contained within the Articles of Association and any scheme of delegation that flows from that.
7. To approve any proposals to change the HTS (Property and Environment) Limited and HTS Group Limited's capital or corporate structure.

Relationship with HTS Group Limited and HTS (Property and Environment) Limited

1. The Shareholder Sub-Committee ("SSC") is not empowered to act as a director of HTS (Property and Environment) Limited or HTS Group Limited and the board of directors of neither HTS (Property and Environment) Limited nor HTS Group Limited shall not seek or accept instruction from the SSC as a director or quasi-director.
2. The SSC is empowered to consider the options available to HTS (Property and Environment) Limited for improving its performance or mitigating adverse consequences in the light of actual or reasonably anticipated circumstances and offer non-binding proposals, recommendations and opinions (all of which HTS (Property and Environment) Limited accepts shall be without liability on the part of the Council or any individual member) as a representative of Harlow District Council on any matter affecting the Council as a shareholder in HTS (Property and Environment) Limited. HTS (Property and Environment) Limited acknowledges that the SSC may take into consideration solely the interests of the Council in giving any proposals, recommendations or opinion.
3. HTS Group Limited and HTS (Property and Environment) Limited shall provide to the SSC upon request the agendas and support papers provided to HTS Group Limited and HTS (Property and Environment) Limited and shall do so at the same time, as far as possible, as the HTS Group Limited and HTS (Property and Environment) Limited boards receive those agendas and papers (except for minutes, which need only be supplied after signature). HTS (Property and Environment) Limited shall in addition supply the SSC with all information and data reasonably requested by the SSC to enable it to reach an informed judgement on any matter within its purview under these Terms of Reference.

HTS (Property and Environment) Limited shall provide for each meeting of the SSC at least one Director of the HTS (Property and Environment) Limited qualified to address issues indicated by the SSC for discussion.

Meetings are open to members of the public, except for when confidential information is being considered.

THEATRE DEVELOPMENT PANEL

1. To develop a package for funding the proposed new theatre, taking account of any other requirements for public sector support for the Town Centre North development that may be identified.

2. To work with Stockland [the developer with whom we are currently working on the Town Centre North Development] to identify a timetable for delivery, consistent with the wider phasing of the Town Centre North development.
3. To establish a programme of activity to secure the support of key stakeholders, including the Town Centre North partners, for a new theatre.
4. To make preliminary proposals about the management arrangements for a new theatre.
5. To continue the work previously undertaken by the Playhouse Working Group, to explore options for partnership working in relation to the management of the Playhouse Theatre.