

LONDON BOROUGH OF HARROW

Agenda item:

Page no:

Meeting:	Cabinet
Date:	20 th May 2003
Subject:	Functions of the New Directorates
Key decision:	No
Responsible Chief Officer:	Chief Executive
Relevant Portfolio Holder:	Leader
Status:	Part 1
Ward:	All
Enclosures:	Appendix 1 List of functions

1. Summary/ Reason for urgency (if applicable)

- 1.1 This report describes the functions and principal services to be allocated to each of the four new directorates. In the lists attached there are a number of deliberate omissions; these omissions are separately commented on in this report.
- 1.2 No recommendations are included at this stage. The list of functions and services has been circulated as a newsletter to all staff as part of a consultation exercise. Staff have been asked specifically to comment on the issues raised later in this report (eg on the client/contractor split or the management of support services). The deadline for responses is the 9th May.
- 1.3 A summary of the responses together with recommendations will be circulated with a supplemental agenda in the week before your meeting.

2. Recommendations (for decision by Cabinet)

- 2.1 **These will be prepared following the end of the consultation period and will be circulated in a supplemental report.**

REASON: To follow.

3. **Consultation with Ward Councillors**

Not applicable

4. **Policy Context (including Relevant Previous Decisions)**

This is the next stage in the establishment of the four new directorates as part of the New Harrow Project. It follows the appointment of the final two Executive Directors.

5. **Relevance to Corporate Priorities**

The changes to establish the new directorates are part of the New Harrow Project and are seen as fundamental to the improvement of all services provided by the Council.

6. **Background Information and options considered**

6.1. Points to consider

(a) The 'Client/Contractor' split

Although the existing client/contractor position has changed, with Contract Services and Environmental Services now in the same directorate, elements of the former split remain. In addition certain services, for which the budgets are held by Education and Social Services, are managed as "client" by Environmental Services and delivered by Contract Services.

Should the split remain? If it is to remain should it do so for all services or for just some? Where services are provided for the new directorate of People First, should People First become the "client"? If the split were to be removed which directorate should be responsible for providing which services?

(b) Support Services

At present some support services are partly devolved to departments. For example, Personnel and Finance have significant sections in the Education and Social Services departments. IT Services has a lesser degree of devolvement and legal services none.

Is the current split in Finance and Personnel between the departments one that should be carried forward into all the new directorates? Should IT Services or other support services be split in the same way? Should the extent of the devolvement be increased or decreased?

As well as determining the extent of devolvement, the placing into a directorate of at least the central core if not the whole service also has to be determined. It is proposed that the Finance and IT Services, together with procurement, should be located within Business Connections. Legal services are shown as reporting direct to the chief executive as is marketing, media services and internal communications.

Personnel and Payroll and Pensions are currently together. Should this link be maintained? It has been proposed that Personnel should be within Organisational Development. Responsibility for equality issues in the workforce and Human Resource strategic issues are also within the remit of Organisational Development. Does the benefit lie with keeping Personnel (with or without Payroll and Pensions) within this directorate or placing it with other support services in Business Connections?

What seems clear is that different services will require different approaches. It is a matter of seeking the best fit.

(c) Management of Information

It is proposed to create a central management information unit to support the strategic work of Organisational Development. To what extent can this work be centralised in one directorate? What information and research work is best achieved within directorates? One advantage of some putting work together is a grouping of GIS (Geographical Information Systems) work in the authority (collecting data and transferring relevant information onto a map).

(d) Grouping of similar services

(i) Certain awards and benefits

Some services are provided on the basis of a financial assessment and meeting specified criteria. Housing benefits and certain education awards, for example, require a financial assessment of eligibility. This type of benefits could be grouped. It is also thought more likely that applicants for one type of benefit are more likely to be applicants for other benefits as well.

Are there advantages to be achieved from such a grouping and where should the service be located? Is Business Connections the most logical place?

(ii) Regulatory and enforcement services

Might benefits arise from the grouping of these services? There would appear to be similarities in the issues that can arise. A quasi-judicial procedure often has to be followed with rights of appeal. Where might such a service be best located?

(iii) Licensing

Similar comments arise as with (ii) above.

(e) Development of the First Contact proposals and the development of IT Services

It is proposed that responsibility for the development of the authority's IT Services should be within Business Connections. Putting into place the First Contact proposals is allocated to Organisational Development. The First Contact proposals will require considerable IT support.

Does the keeping apart of First Contact and IT development in separate directorates lead to advantages from having an input from two directorates or lead to problems of co-ordination?

**(f) Youth Offending Team (YOT)
Drug Action Team (DAT)
Crime Reduction Team (CRT)**

It is considered that the Youth Offenders Team fits well with Youth Services which is placed within People First. DAT and CRT are currently linked with YOT in the Partnership Unit.

The proposal is for YOT and Youth Services to be located in People First. DAT and CRT can either maintain the existing link with YOT or one or both of them move across to Urban Living.

(g) Property Management

Should directorates be responsible for maintaining their own property? Alternatively could this be done better by a central unit providing a service to all directorates? It could extend beyond maintenance to include planning for future needs and acquisitions and disposal. Should such a service be provided as a support service and if so should it be located in Business Connections with other support services or kept in Urban Living?

(h) Internal Audit

It would appear possible for this unit to be within Business Connections, organisations development or left reporting directly to the chief executive. This unit should be kept separate from exchequer services.

Should the role of Internal Audit include anti-fraud responsibilities and the carrying out of internal investigations to support the audit role?

(i) Partnership Unit

In the light of the establishment of the Harrow Strategic Partnership, views are sought about the development of the unit and the role it should be asked to undertake. This includes the directorate in which it should be placed.

7. Consultation

Full staff consultation will have taken place.

8. Finance Observations

This report deals with the principles of devolving functions to departments. Detailed costing will be prepared as individual departmental structures are developed.

9. Legal Observations

No comments to add to the report

10. **Conclusion**

Members will be asked in the supplementary paper to endorse the division of functions and services between the directorates.

11. **Background Papers**

Report of the Chief Executive to Cabinet in July 2002

12. **Authors**

John Robinson	Assistant to the Chief Executive	Tel 020-8424-7649
Liz Defries	Research and Information Manager – Education	Tel 020-8424-1425

People First

First, Middle, Secondary and Special Schools
Adult, Family and Community Education
Teachers' Centre
Admissions and Exclusion Arrangements
Arts for Schools Service
Early Years and Childcare
Youth Services

Libraries
Arts and Cultural Strategy

Parent Partnership

School Organisation Planning

Education Business Partnership/Work Experience Consortium
Advisory team
Curriculum access teams

Governor services

Children's services (currently in Education) including ESW's, Education
Psychologists etc

Older People Services
Adults with Physical Disabilities
Adults with Mental Health Problems
Adults with Learning Difficulties
Travellers/Refugees

Special Education Needs
Children in Need (and Child Protection)
Children Looked After and Leaving Care
Family Placement
Children's Homes
Adoption and Permanence
Children with Disability
Children and Young Peoples' Mental Health

Urban Living

Environmental Health Services
Trading Standards (via contract with Brent)
Mortuary (via contract with Brent)

Building Control
Development Control
UDP/Census/Planning Briefs

Housing Strategy
Housing provision, homelessness and management
Links with Housing Associations and Affordable Housing

Supporting People
Private sector housing

Buildings and Facilities Management
Energy purchase and conservation

Engineering – Highways and drainage
Land Management
Economic Development
Town Centres Regeneration

Emergency Planning
Leisure Management
Sports Strategy and Management
Waste Management
Parks and Open Spaces
Street cleaning
Special Needs Transport
Catering – Meals on Wheels
Security

Road Safety, CPZ and Traffic Management
Highways, Lighting and CCTV Maintenance
Parking Enforcement

Environmental Strategy
Asylum Seekers

Business Connections

Financial Strategy
Financial Management Support
Treasury Management and Pension Investment
Insurance
Budget preparation
Revenue collection
Payments and invoices
Council Tax collection and Business Rates
Housing Benefits

Procurement

E-Government
ICT Development and provision

Community links with individual organisations
Grants

Capital Finance
Risk Management

Business Continuity

Organisational Development

Corporate Strategy
Comprehensive Performance Assessment
Best Value and Performance Management
Equalities Strategy

HR Development Strategy
HR Strategy

Change Management

Occupational health
Links with Trade Unions

H&S employment issues
LPSA

Training, development and organisational learning

Reporting directly to the Chief Executive

Borough Secretariat – Legal Services, Committee Administration, Local Land Charges, Elections, Births, Deaths and Marriages.

Marketing, Public Relations and Internal Communications