

LONDON BOROUGH OF HARROW

Agenda item:

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Meeting:	Cabinet
Date:	20 th May 2003
Subject:	Functions of the New Directorates: Supplemental Report
Key decision:	No
Responsible Chief Officer:	Chief Executive
Relevant Portfolio Holder:	Leader
Status:	Part 1
Ward:	All
Enclosures:	Appendix 1 Summary of responses Appendix 2 Updated 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.

2. Recommendations (for decision by Cabinet)

2.1 To adopt the list of functions and services as appended

REASON: The allocation of functions in Appendix 2 is considered to represent the best fit to ensure the effective delivery of services.

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**

In the report Functions of the New Directorates, nine issues were raised. These issues were included in a staff newsletter and responses were invited. A summary of responses is attached as Appendix 1.

The following conclusions were reached and these are reflected in the revised list of functions attached as Appendix 2

(a) **The 'Client/Contractor' split**

Capacity will be developed within People First to take on the client role in respect of those services for which the budget is held in People First and the service delivered in Urban Living. This will strengthen the strategic direction of these services.

(b) **Support Services**

Finance, Personnel and IT services will be largely devolved to individual directorates whilst retaining a strong central strategic core. For each service there will be a need to consider what is managed centrally and what is devolved to directorates.

The location of Payroll and Pensions is the subject of separate consideration by the Executive Directors of Business Connections and Organisational Development.

(c) **Management of Information**

The Council will work towards a centralised Management Information unit but this is not an immediate priority. For the time being, information management will be retained in individual directorates to maintain continuity e.g. for the preparation of statutory returns.

(d) **Grouping of similar services**

Services which depend on a financial assessment will be brought together in Business Connections.

Most regulatory, enforcement and licensing services will be co-located in Urban Living.

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

Although interdependent, these services will be located in different directorates. First Contact in Organisational Development and IT in Business Connections.

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

YOT will be located in People First alongside Youth Services. The DAT and CRT will be located in Urban Living.

(f) Property Management

Property Management will largely be kept together in Urban Living.

(g) Internal Audit

A decision on the positioning of Internal Audit is delayed pending further consideration of the appointment of the Head of Strategy in Business Connections.

(h) Partnership Unit

The community strategy element of the partnership unit's work will be located in Organisational Development. However, a review of the functions of the partnership unit will be undertaken.

(i) Other issues arising from consultation

The location of services to asylum seekers, refugees and travellers will be reviewed in the light of the Community Strategy.

7. Consultation

7.1 This report follows a consultation exercise with staff in which a list of functions and services was circulated as a newsletter to all staff. Staff were asked to comment on the list and the issues raised in the newsletter. In addition a lunchtime "drop in" session was held for staff to meet the new Executive Directors.

7.2 A summary of responses to the staff newsletter is appended.

8. Finance Observations

This report deals with the principles of devolving functions to directorates. Detailed costings will be prepared as individual directorate structures are developed.

9. Legal Observations

No comments.

10. Conclusion

Members are asked 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**

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Summary of responses to the New Harrow Project newsletter

The client/contractor split

Respondents who considered this generally felt that the client responsibility should sit in the relevant directorate e.g. Special Needs Transport in People First.

One group of respondents went further by suggesting that where services are delivered by in-house teams the split should be dispensed with completely.

Support Services

Staff responses generally favoured support teams within the directorates, providing support services close to point of delivery, but with a strong central core. However, there were some arguments in favour of centralized support with specialist units delivering specific services. Several respondents quoted OFSTED and Best Value reports that had seen devolved services as a strength.

Some responses raised the issue of improvements in the internal market.

Management of Information

There was some support for a centralized information management function but some concerns that the specialist provision of information to support strategic planning and for the preparation of statutory returns needed to be located within directorates.

One area of Information Management that raised a considerable number of comments was GIS (Geographical Information Systems). GIS is a tool and much of the work that is carried out using GIS is closely integrated with specific functions. However, there was considerable support for a central GIS resource to ensure that database systems across the Council are compatible by linking to them to a corporate property gazetteer.

Grouping of similar services:

Several respondents expressed concerns about the grouping of services requiring a financial assessment, largely in terms of a perceived reduction in resources leading to poorer customer service. However, there was also some considerable support for this approach because of the potential for providing a better customer service via First Contact developments.

The grouping of regulatory services, some of which are closely coupled with specific functions, was felt to be less straightforward, although it was agreed that better coordination of regulatory functions should be achievable through ICT developments.

Development of First Contact

There were relatively few comments about First Contact and those that were made did not consider the relative location of First Contact and IT development to be an issue.

YOT/DAT/CRT

A relatively small number of comments were made in respect of these services but they were strongly argued. However there was no consensus. One respondent mentioned the need for good links between services wherever they are located – a point raised a number of times in response to several of the issues.

Property management was considered by a number of respondents. The arguments for a centralized service were strongly made. Respondents cited:

- Economies of scale in terms of the use of small number of highly specialized professional staff
- Letting of grouped contracts
- Budget can be focused on priorities
- Ensuring consistent application of technical standards
- Minimises risk of not meeting statutory obligations

Sports Strategy and Management

A comment was made that sport strategy and management should remain linked with Youth Services in People First.

Internal Audit

A number of options were considered for the positioning of Internal Audit .

The question of whether a fraud team should be positioned inside or outside Internal Audit was also considered as was the position of Risk Management .

Partnership Unit

A number of detailed comments were made on the role of the Partnership Unit and its location though no clear consensus emerged. These comments will be fed through to the detailed review of the Partnership Unit.

Other suggestions

A number of suggestions were made in relation to specific services. No particular themes emerged and these were passed as individual comments to the Transition team.

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
Youth Offending Team

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

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 People's Mental Health

Client for Special Needs Transport
Client for Meals on Wheels

Directorate Personnel/Finance/ICT/Research/Management Information
functions as appropriate

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

Drugs Action Team
Crime Reduction Team

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

Directorate Personnel/Finance/ICT/Research/Management Information
functions as appropriate

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
Education Awards

Procurement

E-Government
ICT Development and provision

Community links with individual organisations
Grants
Capital Finance
Risk Management

Business Continuity

Directorate Personnel/Finance/ICT/Research/Management Information
functions as appropriate

Organisational Development

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

HR Development Strategy
HR Strategy
Personnel

Change Management

Occupational health
Links with Trade Unions

H&S employment issues
LPSA

Training, development and organisational learning

First Contact development

Directorate Personnel/Finance/ICT/Research and Management Information
functions as appropriate

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

To be determined

Asylum seekers

Travellers

Refugees

Partnership Unit (excluding Community Strategy)

Internal Audit

Payroll

Pensions