

## Part Seven – Officers

### Section One – Council Officers and Management Structure

#### GENERAL

7.01 The Council engages staff to carry out its various functions. Staff who work for the Council are referred to as officers.

#### MANAGEMENT STRUCTURE

7.02 The Chief Executive is the Head of the Paid Service for the Council. The Chief Executive manages the officer Executive Management Team, which is made up of the senior officers from the Council's various departments, which are:

- Resources
- Adult Social Care and Health
- Children's Services
- Environment and Neighbourhoods
- Housing and Social Investment
  
- The Chief Executive also manages the Strategic Director for Grenfell Partnerships, Communities and Corporate Transformation, and the Director of Communications and Public Affairs.

#### WEB VERSION OF THE MANAGEMENT STRUCTURE

7.03 The current version can be found on the Council's website here: [The Council's management structure](#).

#### THE ROLES AND RESPONSIBILITY OF SENIOR OFFICERS OF THE COUNCIL

7.04 The most senior posts in the structure chart have the following main roles and areas of responsibility:

Post	Functions and areas of responsibility and advice
Chief Executive (and Head of the Paid Service)	<ul style="list-style-type: none"><li>▪ Overall leadership, corporate management and operational responsibility, including strategy, policy, budgeting and staffing.</li><li>▪ Communications.</li></ul>

Constitution Part Seven, Section One – Council Officers and Management Structure

Post	Functions and areas of responsibility and advice
	<ul style="list-style-type: none"> <li>▪ Corporate transformation and cultural change.</li> <li>▪ Liaison with outside bodies and relationships with partner agencies.</li> <li>▪ Complaints made against the Council.</li> <li>▪ Public Inquiry and other external examinations of the Council.</li> </ul>
Strategic Director of Grenfell Partnerships	<ul style="list-style-type: none"> <li>▪ Business Planning, Programme Management and Performance.</li> <li>▪ Equalities.</li> <li>▪ Overall leadership for the delivery and ongoing development of the Grenfell Recovery Strategy.</li> <li>▪ Delivery of care and support services to the bereaved and survivors via the Dedicated Service, working alongside statutory services.</li> <li>▪ Interface with Government and key partners on key issues pertaining to Grenfell recovery.</li> <li>▪ Overall leadership on functions relating to communities and community safety.</li> </ul>
Director of Communications and Public Affairs	<ul style="list-style-type: none"> <li>▪ Public information campaigns.</li> <li>▪ Council publications - digitally and in print.</li> <li>▪ Media liaison and public relations, including relationship building, managing broadcast and print media, and working with other external organisations.</li> <li>▪ Managing and maintaining the Council's corporate identity and reputation.</li> <li>▪ Communications to staff and contractors.</li> <li>▪ Overseeing a design service to generate income and maintain internal and external branding.</li> <li>▪ Leader's Office</li> </ul>
Director of Communities	<ul style="list-style-type: none"> <li>▪ Delivery of the Government's Prevent Strategy and statutory Prevent Duty                             <ul style="list-style-type: none"> <li>○ Channel Panel (statutory)</li> <li>○ Prevent Safeguarding Board</li> <li>○ London Prevent Network</li> <li>○ Prevent Advisory Group</li> </ul> </li> </ul>

Adopted: 12 October 2022

Amended 7 July 2023, 11 December 2023, 3 January 2024

Post	Functions and areas of responsibility and advice
	<ul style="list-style-type: none"> <li>▪ Community cohesion and inter-faith dialogue and engagement.</li> <li>▪ Strategic Lead officer for engagement with the Home Office.</li> <li>▪ Delivery of the Government’s Counter-extremism Strategy.</li> <li>▪ Coordination of the Council’s (non-emergency) response to Counter Terrorism.</li> <li>▪ Chair of the RBKC CONTEST Board and RBKC Inter-Faith Network.</li> <li>▪ Community engagement and empowerment.</li> <li>▪ Voluntary community sector grants programme.</li> <li>▪ Community assets.</li> <li>▪ Economic Development.</li> <li>▪ Registration of births, deaths and marriages and notice of intention to marry or enter a civil partnership, provision of weddings and ceremonies service, including citizenship ceremonies.</li> </ul>
Chief Community Safety Officer	<ul style="list-style-type: none"> <li>▪ Reducing crime and fear of crime and anti-social behaviour.</li> <li>▪ Partnership with community safety partners.</li> <li>▪ Ensuring a co-ordinated approach to improving community safety.</li> <li>▪ Statutory Community Safety Partnership and the Safer K&amp;C Partnership Boards.</li> <li>▪ CCTV policy and management.</li> <li>▪ Mortuary and coroners service budgets.</li> </ul>
Executive Director of Resources	<ul style="list-style-type: none"> <li>▪ Overall leadership and responsibility relating to the following corporate functions:</li> <li>▪ Finance.</li> <li>▪ Revenues and benefits.</li> <li>▪ Customer services.</li> <li>▪ Procurement, including the procurement strategy.</li> <li>▪ Information Communications Technology (ICT), including digital strategy and website improvements.</li> <li>▪ Facilities and event management.</li> </ul>

Constitution Part Seven, Section One – Council Officers and Management Structure

Post	Functions and areas of responsibility and advice
	<ul style="list-style-type: none"> <li>▪ Human resources and organisation development.</li> <li>▪ Legal services, Governance, Mayoralty and corporate Health and Safety.</li> <li>▪ Providing a full range of finance and budgetary services, including accounting, financial planning, insurance, internal audit, fraud and risk management.</li> <li>▪ Investments and treasury management.</li> <li>▪ Providing professional financial advice to all parties in the decision-making process.</li> </ul>
Director of Financial Management	<ul style="list-style-type: none"> <li>▪ Preparing a balanced budget.</li> <li>▪ Preparing annual accounts.</li> <li>▪ Embedding a culture of good financial management across the Council.</li> </ul>
Director of Customer Delivery	<ul style="list-style-type: none"> <li>▪ Customer Service Centre and Contact Centre Operations.</li> <li>▪ Improving service performance and customer satisfaction.</li> <li>▪ Council Tax collection.</li> <li>▪ Assessment and payment of benefit claims.</li> <li>▪ Residents' Parking Permits.</li> <li>▪ Concessionary travel.</li> <li>▪ Facilities management.</li> <li>▪ Corporate health and safety.</li> </ul>
Head of Governance and Mayoralty	<ul style="list-style-type: none"> <li>▪ Good Governance, including decision-making.</li> <li>▪ The Mayoralty.</li> </ul>
Tri-Borough Director of Audit, Risk, Fraud and Insurance	<ul style="list-style-type: none"> <li>▪ Internal audit programme, covering the Council's governance, risk and control environment.</li> <li>▪ Annual audit report and annual opinion.</li> <li>▪ Maintaining the risk and assurance strategy and strategic risk register.</li> <li>▪ Counter fraud policies, including prevention, detection and investigation of fraud/corruption, recovery of assets/money obtained through fraud.</li> <li>▪ Procurement and management of insurance policies, including insurance claims and</li> </ul>

Adopted: 12 October 2022

Amended 7 July 2023, 11 December 2023, 3 January 2024

Constitution Part Seven, Section One – Council Officers and Management Structure

Post	Functions and areas of responsibility and advice
	<p>proactive advice to services to mitigate insurable risks.</p> <ul style="list-style-type: none"> <li>▪ Procurement policy, support and advice.</li> </ul>
<p>Director of Human Resources and Organisational Development</p>	<ul style="list-style-type: none"> <li>▪ Recruitment, payroll, staff training, staff benefits and organisational development, and the administration of the LGPS Pension Scheme.</li> <li>▪ Electoral services.</li> <li>▪ People strategy.</li> </ul>
<p>Chief Digital and Information Officer</p>	<ul style="list-style-type: none"> <li>▪ Delivery of the digital strategy.</li> <li>▪ Strategic sourcing and procurement of Information Technology (IT)</li> <li>▪ Co-ordinating IT activity across the council.</li> </ul>
<p>Director of Law (This role is undertaken by the Executive Director of Democracy, Law and People (WCC) responsible for Bi-Borough Legal Services)</p>	<ul style="list-style-type: none"> <li>▪ Issuing, defending, settling and participating in legal proceedings and legal procedures of the Council.</li> <li>▪ Signing of legal documents.</li> <li>▪ Providing professional legal advice to all parties in the decision-making process.</li> </ul>
<p>Bi-Borough Executive Director of Children's Services</p>	<ul style="list-style-type: none"> <li>▪ Overall leadership on functions relating to services for children in need, children with disabilities, child protection matters, including safeguarding, children looked after by the Borough, children who are at risk of being harmed and adoption and fostering services.</li> <li>▪ Overall leadership on functions relating to the running of the Borough's schools, primary schools, nursery schools, one special school and one hospital school and the Council's relationship with head teachers, governing bodies, parents and pupils.</li> <li>▪ Responsibility for two Children's Homes.</li> <li>▪ Youth Services.</li> <li>▪ Youth Justice and Youth Offending Team.</li> <li>▪ Enforcement action in relation to the education, employment and training of children and young persons.</li> <li>▪ Health and Wellbeing Board.</li> </ul>

Adopted: 12 October 2022

Amended 7 July 2023, 11 December 2023, 3 January 2024

Post	Functions and areas of responsibility and advice
	<ul style="list-style-type: none"> <li>▪ Education and humanitarian support for children and young people affected by Grenfell.</li> </ul>
Director of Family Services	<ul style="list-style-type: none"> <li>▪ Statutory responsibilities and policy matters regarding services to children in need, including safeguarding and looked after children.</li> <li>▪ Specialist and integrated services to young offenders and children with complex needs and disabilities.</li> <li>▪ Local Safeguarding Children’s Board.</li> <li>▪ Early Help and Children’s Centres.</li> <li>▪ Unaccompanied asylum seeker children.</li> <li>▪ Clinical Team</li> <li>▪ Delegated Shared Services e.g. The Emergency Duty Team.</li> </ul>
Bi-Borough Director of Operations and Programmes	<ul style="list-style-type: none"> <li>▪ Placement sufficiency for children in care, care leavers and children with special educational needs (SEN).</li> <li>▪ Childcare and Early Years.</li> <li>▪ Business Intelligence, performance management, workforce and policy strategies.</li> <li>▪ Service Transformation and Innovation.</li> <li>▪ Medium term financial strategy and administration of schools forum.</li> <li>▪ Inspection preparation and planning.</li> </ul>
Bi-Borough Director of Education	<ul style="list-style-type: none"> <li>▪ School standards, including performance, support and intervention, newly qualified teacher’s support, early year’s curriculum advice and governor support.</li> <li>▪ Special education needs (0-25 years), including assessment and review of Education, Health and Care Plans (EHCPs) and outreach services.</li> <li>▪ Educational psychology service.</li> <li>▪ School place planning and access to education, including admissions, roll projections and capital investment to ensure sufficient places.</li> </ul>

Constitution Part Seven, Section One – Council Officers and Management Structure

Post	Functions and areas of responsibility and advice
	<ul style="list-style-type: none"> <li>▪ Short breaks and family support services for 0-18 years with a disability and/or complex needs.</li> <li>▪ Prevention of exclusion and underachievement among children and young people.</li> <li>▪ 14-19 strategy and apprenticeships.</li> <li>▪ Public libraries, borough archives and local studies.</li> <li>▪ Management of the Borough's six public libraries and outreach services to communities, helping residents, businesses, schools and others to read, learn and connect.</li> </ul>
Head of Safeguarding, Review and Quality Assurance	<ul style="list-style-type: none"> <li>▪ Lead on safeguarding in the community, looked after children or those who have left care.</li> <li>▪ Child safeguarding advice and consultation service.</li> <li>▪ Child protection conference and Looked After Review processes.</li> <li>▪ Quality assurance of safeguarding practice.</li> <li>▪ Advocacy and participation for Looked After children and children subject to child protection plans.</li> <li>▪ Management of allegations against professionals and volunteers working with children and young people.</li> <li>▪ The Local Safeguarding Children Board.</li> <li>▪ Complex child protection investigations.</li> </ul>
Executive Director, Housing and Social Investment	<ul style="list-style-type: none"> <li>▪ Overall leadership of housing, social investment and property.</li> </ul>
Director of Social Investment and Property	<ul style="list-style-type: none"> <li>▪ Management, acquisition, sale and lettings of the Council's operational and commercial property portfolio.</li> <li>▪ Capital building works and maintenance projects.</li> <li>▪ Management of the Right-to-Buy Scheme.</li> <li>▪ Management of statutory residential lease extensions.</li> </ul>

Adopted: 12 October 2022

Amended 7 July 2023, 11 December 2023, 3 January 2024

Post	Functions and areas of responsibility and advice
	<ul style="list-style-type: none"> <li>▪ New Homes Programme (with the Director of Housing Needs and Transformation).</li> </ul>
Director of Housing Needs	<ul style="list-style-type: none"> <li>▪ Housing strategy and policy.</li> <li>▪ Housing demand, including homelessness and allocations policy.</li> <li>▪ Providing advice and information to prevent homelessness.</li> <li>▪ Assessing applicants housing need and priority for re-housing.</li> <li>▪ Arranging and withdrawing temporary re-housing and social housing.</li> <li>▪ Working with registered social landlords and partners to arrange housing provision both within and outside the Borough.</li> <li>▪ New Homes Programme (with the Director of Social Investment and Property)</li> </ul>
Director of Housing Management	<ul style="list-style-type: none"> <li>▪ Housing management, including repairs, major works improvements, leaseholders, rent collection, anti-social behaviour and estate service delivery.</li> <li>▪ Improvement and refurbishment of Lancaster West Estate.</li> <li>▪ Housing investment, including any other estate improvement and refurbishment.</li> <li>▪ Housing Revenue Account (HRA) business plan.</li> </ul>
Bi-Borough Executive Director for Adult Social Care and Health	<ul style="list-style-type: none"> <li>▪ Overall leadership on functions relating to adult social care and public health services.</li> <li>▪ Assessment and care management of social services for vulnerable adults in need:                             <ul style="list-style-type: none"> <li>○ Elderly people services</li> <li>○ Services for people with learning disabilities</li> <li>○ Mental health services, including people using drugs and alcohol</li> <li>○ Physical disability services</li> <li>○ Services for people living with HIV and/or AIDS</li> <li>○ Transition from children’s services</li> </ul> </li> <li>▪ Community care services.</li> </ul>



Post	Functions and areas of responsibility and advice
	<ul style="list-style-type: none"> <li>▪ Residential accommodation, other care services and equipment for adults.</li> <li>▪ Dedicated service.</li> <li>▪ Discretionary welfare provision and subsidised transport.</li> </ul>
Director of Public Health	<ul style="list-style-type: none"> <li>▪ Promoting positive health, preventing ill-health and disease, and reducing health inequalities.</li> <li>▪ Partnership working and service integration with the local NHS.</li> <li>▪ Planning and responding to emergencies with a risk to public health.</li> <li>▪ Health and Wellbeing Board.</li> </ul>
Bi-Borough Director of Integrated Commissioning	<ul style="list-style-type: none"> <li>▪ Contract management and commissioning of:               <ul style="list-style-type: none"> <li>○ Residential and nursing care</li> <li>○ Help at home</li> <li>○ Day care</li> <li>○ Community Services</li> <li>○ Brokerage and spot purchasing</li> <li>○ Market development</li> <li>○ Procurement</li> <li>○ Personalisation</li> <li>○ Direct payments</li> <li>○ Supported housing</li> </ul> </li> </ul>
Director of Health Partnerships	<ul style="list-style-type: none"> <li>▪ Council representation in local health partnerships boards and forums to ensure whole system working.</li> <li>▪ Liaison with NHS England and local NHS to promote health and social care integration.</li> <li>▪ Delivery of joint projects and investments with the Integrated Care Systems (ICSs).</li> <li>▪ Ensuring the Health and Wellbeing Board delivers its statutory duties.</li> <li>▪ Better Communities Plan Integrated and Better Care Fund (iBCF) Plan, Winter Pressures Funding and Plan and reporting to NHS England.</li> <li>▪ Overseeing the Delayed Transfers of Care (DToC) for Acute and Mental Health patients.</li> </ul>

Post	Functions and areas of responsibility and advice
	<ul style="list-style-type: none"> <li>▪ The Community Independent Service.</li> <li>▪ Arrangements with Central London Community Healthcare (CLCH) and the local Integrated Care Systems.</li> <li>▪ Mental Health and Learning Disability Services.</li> </ul>
Executive Director for Environment and Neighbourhoods	<ul style="list-style-type: none"> <li>▪ Overall leadership on functions relating to planning, waste management, arts and culture, highways and transport, environmental and regulatory services .</li> <li>▪ Emergency and civil contingency planning.</li> </ul>
Director for Planning and Place	<ul style="list-style-type: none"> <li>▪ Facilitating investment and development opportunities, including delivering homes, infrastructure and employment.</li> <li>▪ Strategic place based matters, including planning policy, area based planning briefs and supplementary planning documents.</li> <li>▪ Development Management, including pre-application advice, processing planning applications, enforcing unauthorised uses or development.</li> <li>▪ Conservation areas, Listed Buildings, garden squares and the preservation and care of trees.</li> <li>▪ Building regulations and associated legislation, including advice, interpretation and enforcement.</li> <li>▪ Securing Community Infrastructure Levy (CIL) and Section 106 contributions.</li> <li>▪ Vitality of high streets and retail strategy.</li> <li>▪ Licences for special and temporary structures and general advice about fire precaution.</li> </ul>
Director of Cleaner, Greener and Cultural Services	<ul style="list-style-type: none"> <li>▪ Street cleansing, refuse collection, commercial waste disposal, recycling, public conveniences and grounds maintenance.</li> <li>▪ Partnership with the Western Riverside Waste Disposal Authority.</li> <li>▪ Visitor strategy.</li> <li>▪ The Council’s role in supporting Notting Hill Carnival.</li> </ul>

*Constitution Part Seven, Section One – Council Officers and Management Structure*

<b>Post</b>	<b>Functions and areas of responsibility and advice</b>
	<ul style="list-style-type: none"> <li>▪ Museums and galleries; public art; events and filming.</li> <li>▪ Parks and open spaces.</li> <li>▪ Leisure Services, including sports centres and sports development for adults.</li> <li>▪ Cemeteries.</li> </ul>
<p>Director of Transport and Regulatory Services</p>	<ul style="list-style-type: none"> <li>▪ Transport strategy and transportation policies.</li> <li>▪ Management and maintenance of roads and highways.</li> <li>▪ Coordinating roadworks.</li> <li>▪ All functions of the Highways Authority.</li> <li>▪ Road safety and traffic management.</li> <li>▪ Traffic management orders.</li> <li>▪ On-street parking enforcement.</li> <li>▪ Street lights.</li> <li>▪ Maintenance of Albert and Chelsea bridges</li> <li>▪ Advising on the traffic implications of new developments.                             <ul style="list-style-type: none"> <li>▪ All functions related to the legislative and administrative procedures in respect of:                                     <ul style="list-style-type: none"> <li>▪ Licensing.</li> <li>▪ Gambling.</li> <li>▪ Licensing and registration of individuals and premises.</li> <li>▪ Environmental Health, including Noise and Nuisance, Food safety, Workplace health and safety and private rental housing regulation.</li> <li>▪ Trading standards and consumer protection</li> <li>▪ Contaminated land.</li> </ul> </li> </ul> </li> <li>▪ Response to climate change, controlling pollution and air quality.</li> </ul>
<p>Strategic Head of Policy, Performance and Business Development</p>	<ul style="list-style-type: none"> <li>▪ Management of the Contingency Planning Team.</li> <li>▪ Duties under the Civil Contingencies Act, including business contingency management.</li> </ul>

Adopted: 12 October 2022

Amended 7 July 2023, 11 December 2023, 3 January 2024