

## 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 Royal Borough. The Chief Executive chairs the officer Executive Management Team, which is made up of the senior officers from the Council's various departments, which are:

- Resources and Assets
- Adult Social Care and Health
- Children's Services
- Environment and Communities
- Grenfell

7.03 A copy of the current senior management structure as from May 2019 is included at the end of this document.

#### 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><li>▪ Corporate transformation and cultural change.</li><li>▪ Liaison with outside bodies and relationships with partner agencies.</li><li>▪ Emergency and civil contingency planning.</li><li>▪ Complaints made against the Council.</li><li>▪ Public Inquiry and other external examinations of the Council.</li></ul>

<p>Director of Governance and Co-ordination</p>	<ul style="list-style-type: none"> <li>▪ Good Governance, including decision-making and the Council’s Scrutiny function.</li> <li>▪ Economic development, support for adult skills, employability and enterprise.</li> <li>▪ The Mayoralty.</li> </ul>
<p>Head of Communications</p>	<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> </ul>
<p>Head of Community Engagement</p>	<ul style="list-style-type: none"> <li>▪ Community engagement and empowerment.</li> <li>▪ Voluntary community sector grants programme.</li> <li>▪ Community assets.</li> </ul>
<p>Executive Director of Resources and Assets</p>	<ul style="list-style-type: none"> <li>▪ Overall leadership and responsibility relating to the following corporate functions: <ul style="list-style-type: none"> <li>○ Finance.</li> <li>○ Revenues and benefits.</li> <li>○ Customer services.</li> <li>○ Procurement, including the procurement strategy.</li> <li>○ Corporate property, including the property strategy.</li> <li>○ Information Communications Technology (ICT), including digital strategy and website improvements.</li> <li>○ Facilities and event manament.</li> <li>○ Human resurces and organisation development.</li> <li>○ Legal services.</li> </ul> </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>

<p>Director of Finance Management</p>	<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>
<p>Director of Customer Delivery</p>	<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>
<p>Tri-Borough Director of Audit, Risk, Fraud and Insurance</p>	<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 proactive advice to services to mitigate insurable risks.</li> <li>▪ Procurement policy, support and advice.</li> </ul>
<p>Director for Corporate Property</p>	<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> <li>▪ New Homes Programme (with the Director of Housing Needs and Supply).</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>▪ Support to the Leadership Team.</li> <li>▪ People strategy.</li> </ul>

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<p>Chief 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</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> <li>▪ Education and humanitarian support for children and young people affected by Grenfell.</li> </ul>
<p>Director of Family Services</p>	<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>

<p>Bi-Borough Director of Operations and Programmes</p>	<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>
<p>Bi-Borough Director of Education</p>	<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> <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> </ul>
<p>Head of Safeguarding, Review and Quality Assurance</p>	<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>

<p>Executive Director for Grenfell</p>	<ul style="list-style-type: none"> <li>▪ Overall leadership on functions relating to Grenfell Recovery including, housing, community and people, financial payments and expenditure control and communications and community engagement.</li> <li>▪ Overall leadership on functions relating to housing needs and supply and housing management.</li> </ul>
<p>Director of Housing Needs and Supply</p>	<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 Corporate Property)</li> </ul>
<p>Director of Housing Management</p>	<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>
<p>Director of Communities and People (Grenfell Team)</p>	<ul style="list-style-type: none"> <li>▪ Grenfell care and support, including liaison and co-operation with Children Services and Adult Services to ensure coordinated case management.</li> </ul>
<p>Bi-Borough Executive Director for Adult Social Care and Health</p>	<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> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Services for people living with HIV and/or AIDS</li> <li>○ Transition from children’s services</li> <li>▪ Community care services.</li> <li>▪ Residential accommodation, other care services and equipment for adults.</li> <li>▪ Dedicated service.</li> <li>▪ Discretionary welfare provision and subsidised transport.</li> </ul>
<p>Director of Public Health</p>	<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>
<p>Bi-Borough Director of Integrated Commissioning</p>	<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>
<p>Director of Health Partnerships</p>	<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 Clinical Commissioning Groups (CCGs).</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> <li>▪ The Community Independent Service.</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Arrangements with Central London Community Healthcare (CLCH) and the local CCGs.</li> <li>▪ Mental Health and Learning Disability Services.</li> </ul>
Executive Director for Environment and Communities	<ul style="list-style-type: none"> <li>▪ Overall leadership on functions relating to planning, waste management, arts and culture, highways and transport, environmental services, public protection, libraries and community safety.</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> <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>
Bi-Borough Director for Transport and Highways	<ul style="list-style-type: none"> <li>▪ Transport strategy and transportation policies.</li> </ul>



	<ul style="list-style-type: none"> <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.</li> </ul>
<p>Director for Public Protection</p>	<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> <li>▪ Response to climate change, controlling pollution and air quality.</li> </ul>
<p>Director of Libraries and Registration Services</p>	<ul style="list-style-type: none"> <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> <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>
<p>Chief Officer for Communities &amp; Prevent</p>	<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>

	<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> </ul>
<p>Chief Community Safety Officer</p>	<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>▪ Management of the Contingency Planning Team.</li> <li>▪ CCTV policy and management.</li> <li>▪ Duties under the Civil Contingencies Act, including business contingency management.</li> <li>▪ Mortuary and coroners service budgets.</li> </ul>