

## Delegated Functions and Shared Services

London Borough of Havering	London Borough of Newham
Resources Directorate	Resources and Commercial Development Directorate
<p><b>Legal and Democratic Services</b></p> <ul style="list-style-type: none"> <li>• Legal Services</li> <li>• Democratic Services</li> <li>• Electoral Services</li> <li>• Leader's and Mayor's Offices</li> </ul> <p><b>Internal Shared Services</b></p> <ul style="list-style-type: none"> <li>• Operational Finance and HR</li> <li>• Operational Procurement</li> <li>• HR, Payroll Pensions and Finance Administration</li> <li>• Customer Relationship and Improvement</li> </ul> <p><b>Strategic HR and OD</b></p> <ul style="list-style-type: none"> <li>• HR Business Partners</li> <li>• Corporate HR and Change Strategy</li> <li>• Organisational Development</li> </ul> <p><b>Finance and Procurement</b></p> <ul style="list-style-type: none"> <li>• Corporate Finance</li> <li>• Strategic Finance Business Partners</li> <li>• Internal Audit, Risk, Insurance and Fraud</li> <li>• Strategic Procurement Business Partner</li> </ul> <p><b>Exchequer Services</b></p> <ul style="list-style-type: none"> <li>• Benefits</li> <li>• Council Tax and Business Rates</li> <li>• Corporate Debt Recovery</li> </ul> <p><b>Asset Management</b></p> <ul style="list-style-type: none"> <li>• Corporate and School Premises Management</li> <li>• Transport and Fleet Services</li> <li>• Technical Services (Design and Maintenance)</li> <li>• Health and Safety</li> </ul> <p><b>Business Systems</b></p> <ul style="list-style-type: none"> <li>• ICT Strategy and Operations</li> <li>• Support Centre</li> <li>• Information Governance</li> <li>• Print Unit</li> </ul>	<p><b>Legal</b></p> <ul style="list-style-type: none"> <li>• Legal Services</li> <li>• Democratic Services, Committees and Partnerships</li> <li>• Scrutiny</li> <li>• Electoral Services</li> </ul> <p><b>HR</b></p> <ul style="list-style-type: none"> <li>• Shared Service Centre</li> <li>• Strategic HR</li> <li>• Employee Services</li> <li>• People, Projects and Participation</li> <li>• Talent</li> <li>• Leadership and Organisational Development</li> <li>• Health and Safety</li> </ul> <p><b>Finance</b></p> <ul style="list-style-type: none"> <li>• Strategic Finance</li> <li>• Financial Control</li> <li>• Revenue and Exchequer Services</li> <li>• Finance Business Partnering</li> <li>• Internal Audit, Counter Fraud, Risk and Insurance</li> <li>• Procurement</li> <li>• NNDR</li> <li>• Council Tax</li> <li>• Council Tax and Housing Benefit</li> </ul> <p><b>Property and Commercial Development</b></p> <ul style="list-style-type: none"> <li>• PMO and Business Improvement</li> <li>• Facilities Management</li> <li>• Strategic Property</li> <li>• Capital Strategy and School Organisation</li> <li>• Management of Schools Capital</li> </ul> <p><b>Business Systems</b></p> <ul style="list-style-type: none"> <li>• Information Governance and Corporate Systems</li> <li>• Support Centre</li> <li>• Print Services</li> <li>• Unified Communications</li> <li>• Architectural Management</li> <li>• Contract and Supplier Management</li> <li>• Portfolio Management and Business Analysis</li> <li>• Printing Services</li> </ul>