

Leicester
City Council

WARDS AFFECTED
Corporate Report – All wards affected

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

MEMBERS BEST VALUE WORKING GROUP
CABINET

14th NOVEMBER 2001
19th NOVEMBER 2001

BEST VALUE REVIEW PROGRAMME YEAR THREE

Report of the Assistant Chief Executive (Corporate Management)

1. Purpose of Report

1.1 This report presents the review programme options for the third year of Best Value.

2. Summary

2.1 Each year the Council reviews its Best Value Review programme in the light of changes in performance and priorities to ensure the following years reviews are appropriately targeted at member priorities. The report sets out proposals in the light of experience over the last two years and recommends options for Year 3 with subsequent changes to Years 4 and 5.

3. Recommendations

3.1 Members are recommended to consider the revised programme as follows:-

Year 2:

- Extended review of Highways & Transportation

Year 3

- Crime and Disorder
- Environmental Services/Parks & Open Spaces (including the City Centre)
- IT & e-Government
- Heritage Services
- Operational Finance

Year 4

- Lifelong Learning
- Property (including construction services)
- Corporate Governance (subject to discussions with the District auditor)
- Health & Community Care
- Regulatory Services (including Planning)
- Direct Services to Children & families

Year 5

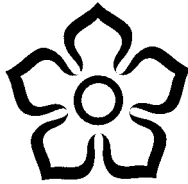
- Adult Learning /Physical & Sensory Disability & Mental Health
- Facilities management
- Taxation & Benefits
- Tenant Services (including housing management & maintenance)
- Markets
- Regeneration

4. Headline Financial and legal Implications

- 4.1 There are no specific financial implications arising from this report but Members will wish to note that the delivery of the programme of reviews is linked to the three year budget strategy of the Council.
- 4.2 The Council has a duty under (Best Value) legislation to review all of its services over five years.

5. Report Author/Officer to contact:

Martyn Allison – Ext. 6001



Leicester
City Council

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BEST VALUE REVIEW PROGRAMME YEAR THREE

SUPPORTING INFORMATION

1. Report

1.1 See attached report

FINANCIAL, LEGAL AND OTHER IMPLICATIONS

1. Financial Implications

None

2. Legal Implications

The Council has a duty under (Best Value) legislation to review all of its services over five years.

3. Other Implications

OTHER IMPLICATIONS	YES/NO	Paragraph References Within Supporting information
Equal Opportunities	NO	
Policy	NO	
Sustainable and Environmental	YES	4a of attached report – page 3,4 & 5
Crime and Disorder	YES	4a of attached report – page 4
Human Rights Act	NO	

4. Background Papers – Local Government Act 1972

None

6. Consultations

All departments have been consulted on this report.

7. Report Author

Martyn Allison - Ext 6001

BEST VALUE REVIEW PROGRAMME YEAR 3

1. **SUMMARY**

Each year the Council reviews its Best Value Review programme in the light of changes in performance and priorities to ensure the following years reviews are appropriately targeted at member priorities. The report sets out proposals in the light of experience over the last two years and recommends options for Year 3 with subsequent changes to Years 4 and 5.

2. **RECOMMENDATIONS**

Members are recommended to consider the revised programme as follows:-

Year 2

Extended review of Highways & Transportation

Year 3

Crime and Disorder

Environmental Services/Parks & Open Spaces (including the City Centre)

IT & e-Government

Heritage Services

Operational Finance

Year 4

Lifelong Learning

Property (including construction services)

Corporate Governance (subject to discussions with the District auditor)

Health & Community Care

Regulatory Servicing (including Planning)

Direct Services to Children & families

Year 5

Adult Learning /Physical & sensory Disability & Mental Health

Facilities management

Taxation & Benefits

Tenant services (including housing management & maintenance)

Markets

Regeneration

3. **BACKGROUND**

The Council's published Best Value review programme as shown in Appendix 1 is reviewed each year in the light of changing circumstances. The programme is based on meeting the statutory requirement to review all services over five years. The original programme was based on a number of principles that included carrying out a small number (7/8) of major reviews, some cross-service, others service specific, with a process that ultimately hoped to see 80% of reviews demonstrating good performance management and not needing to undergo detailed service assessment. The programme was drawn up based on current performance, public opinion and local and national priorities.

The Council has this year received an unqualified audit in relation to Best Value reflecting general satisfaction with its approach, although recognising that more needs to be done to embed performance management into the organisation.

Our early inspections, however, have been less satisfactory and it is clear that the Best Value inspection process is seeking to raise performance considerably by benchmarking "good service" and "likelihood to improve" significantly above our own performance in the first year. The weaknesses identified in Year 1 inspections have been drawn together and shared with those involved with Year 2 reviews and will be incorporated into the revised review guidelines.

From discussions with the local lead inspector and wider debates taking place nationally it is clear that there are concerns about aspects of the review and inspection process. In response the government has recently announced a three month review of Best Value indicating that there will be some changes to the guidance albeit retaining a major commitment to improve public services. The issues which may have influenced this review include :

- The capacity in both councils and the inspectorate to carry out detail reviews of all services over five years and inspect them.
- The overlap and duplication between the audit and inspection process and the overlap between the different inspection regimes.
- The degree to which Best Value reviews are central to what Councils are doing to improve and being utilised to drive the major change programmes to achieve step change.
- The lack of focus on outcomes and improvements for service users as opposed to process changes.
- The involvement of elected Members in the process.

Pressure is clearly being put onto authorities to carry out a smaller number of more strategic reviews. For example one authority has been recommended to review all its support services in one review. How far this approach is consistent with the level of detail taking place in inspection and the statutory requirement to review all services over five years is difficult to evaluate.

There clearly is an opportunity to re-consider our review programme and review process in the light of these potential changes, although there are dangers in going too far

before new guidance is available early in the new year. At the same time if we delay until new guidance is received we will not be able to commence year three reviews on time causing further backlog in the process.

4. **PROGRAMME REVIEW**

The programme therefore has been reviewed in anticipation of some of the changes but the present arrangements are broadly maintained pending new guidance. The programme therefore has been reviewed from two perspectives.

- i) A review of the Council's strategic agenda to identify if the programme reflects current member priorities. This has included the National priorities, the Community Plan and key strategies, the budget strategy, Ofsted Action Plan and Joint Review, as well as the likely outcomes from Revitalising Neighbourhoods. Consideration has also been given to PSA's. It is clear that there will need to be links between the outcomes of the Best Value reviews and the stretched targets in our PSA submission. For example where a target relates to a service already reviewed in years 1 & 2 it should flow from the improvements recommended in the review. Where a target relates to a service in year 3 the review process should provide the platform for achieving the target. This may be difficult given the PSA submission is in May and the review will not be completed until September next year. ***Members may wish to consider if all their current priorities have been considered in the review.***
- ii) A review of current performance based on identifying services with significant numbers of national Best Value performance indicators within the bottom quartile.

a) **Strategic Priorities**

The analysis suggests that there may be a case for bringing forward the following reviews to year 3 for the reasons stated.

Environmental Services & Parks & Open Spaces

To support the implementation of the Revitalising Neighbourhoods project.

IT & e-Government -

To meet national priorities & to support the Revitalising Neighbourhoods project.

Taxation & Benefits -

To support the implementation of Revitalising Neighbourhoods project.

Lifelong learning -

To support the implementation of Revitalising Neighbourhoods project and the three year budget strategy.

Property -

To respond to the OFSTED Action Plan.

Consultation with departments has resulted in :-

- Agreement to bring forward to year 3 Environmental Services and linking it with Parks and Open Spaces
- Agreement to bring forward to year 3 IT and e-Government.
- A desire to keep Taxation and Benefits in year 5 for the reasons set out in appendix 2 despite also having performance indicators in the lower Quartile.
- A desire to bring Lifelong Learning forward to year 4 for the reasons set out in appendix 2 despite also having performance indicators in the lower Quartile.
- No necessity to bring forward the review of Property providing the proposed restructuring of Property Services is completed successfully.

The analysis and subsequent consultation has confirmed that the following reviews should remain in year 3.

Highways & Transport - This will become a single review extended from year 2 but completed to a new deadline to be agreed by Directors Board.

Crime & Disorder - To run in parallel with the preparation of the new Crime & Disorder Strategy although the period of review should be extended to March 2003 to enable both processes to be managed effectively.

Heritage Services- Although Arts and Leisure overall are a high spending service Heritage costs have decreased markedly.

Operational finance- To complete the review of Financial services commenced in year 2.

The Director of Environment & Development & Commercial Services has asked that Regulatory Services be deferred until Year 4 given that Environmental services has been brought forward and the Highways and Transportation review has been extended. There is no strategic reason for not accommodating this request although Planning (part of Regulatory Services) does have one performance indicator in the lowest quartile.

The analysis of strategic priorities has also revealed other areas which need to be considered in the context of Best Value reviews.

City Centre

The issue of maintaining and managing the City Centre has already been identified as a political priority with work planned to create improved service delivery. It is proposed that this be incorporated within the Environmental services review.

Health

Health is clearly a strategic issue in the Community Plan and a key national priority but does not feature strategically within the current programme. It is proposed therefore that Health & Community Care along with the reviews of Adults with Learning Disabilities and Mental Health 18-64 be brought together into a Strategic Review but deferred until year 4/5 and carried out in partnership with the Health Authority as the framework for the re-configuration of the service.

Revitalising Neighbourhoods

The Revitalising Neighbourhoods project could at this stage be seen as a strategic Best Value review given the process adopted including Challenge, Compare and Consult and can also be seen as an overarching framework for certain year 3 reviews. However, given the scale and complexity of the project before declaring it as a Best Value review there are issues to resolve with the inspectorate as to how it would be inspected. Regeneration and Policy and Strategy which were deferred in year two because of the Revitalising Neighbourhoods project will need to go back into the programme in an appropriate way.

Corporate Governance

A number of reviews relating to policy, performance management, legal services and democracy clearly relate to the underlying corporate governance of the council. There are indications that the Government review of Best Value may lead to proposals for a form of risk analysis of the councils overall standing in terms of corporate governance as a basis for determining the level and intensity of review and inspection requirements. There may also be an opportunity to bring together the Best Value audit, the annual audit plan and the inspection processes to avoid overlap and duplication. In anticipation of this a strategic review of Corporate Governance has been proposed for year 4 and discussions will be held with the District Auditor about how this can be dovetailed or even be replaced by other audit mechanisms.

Public Opinion Survey

The results of the opinion survey will be known in November. Should the results indicate specific areas of public dissatisfaction it may be necessary to revisit the review programme again.

2) **Current Performance**

Appendix 3 shows National Best Value Performance indicators that are in the bottom quartile when compared to average performance of Metropolitan authorities.

Based on this analysis there may be justification for bringing forward to year 3 the following reviews.

Environmental Services (Also a strategic priority)
Parks and Open Spaces (Also a strategic priority)

Taxation and Benefits (Also a strategic priority)
Lifelong Learning (Also a strategic priority)
Tenant Services

The first four of these have already been considered above. In terms of Tenant Services of the 16 relevant national indicators 10 are above average and only 2 are in the bottom Quartile one of which the department has already challenged through the District Auditor. It is proposed that the review is not brought forward but should remain in year 5 pending a further review of performance next year. A summary of the programme justification is shown in appendix 4.

5) **Overall impact on the Review programme**

Following the review the remaining three years is as follows:-

Year 2

Extended review of Highways & Transportation

Year 3

Crime and Disorder

Environmental Services/Parks & Open Spaces (including the City Centre)

IT & e-Government

Heritage Services

Operational Finance

Year 4

Lifelong Learning

Property (including construction services)

Corporate Governance (subject to discussions with the District Auditor)

Health & Community Care

Regulatory Servicing (including Planning)

Direct Services to Children & families

Year 5

Adult Learning /Physical & sensory Disability & Mental Health

Facilities management

Taxation & Benefits

Tenant services (including housing management & maintenance)

Markets

Regeneration

Appendix 5 shows a revised programme for years by business unit.

6) **Conclusions**

Two years into Best Value it is clear that we have learned considerably from the experience. The underlying concepts and the commitment to performance management remain paramount for the Council and the Government in their desire to see improvements in public services. The progress that has been made cannot therefore be lost or undermined by the current review.

Year 1 reviews, whilst recognising all the constraints have proved to be significantly below the benchmarks being set by the Inspectorate and hopefully these weaknesses will have been addressed in Year 2.

A national review of Best Value is underway and in the light of anticipated changes we can do more to align Best Value with our other policy priorities and avoid overlaps and duplication. The proposed changes to the review programme will enable us to do this, assisting further with our objective to embedded Best Value into the mainstream working of the Authority pending further Government guidance.

Martyn Allison
Assistant Chief Executive

BEST VALUE REVIEWS**Best Value Review Programme 2000-2005**

The Council's Policy & Resources Committee approved the five year programme in February 2000. The themes are listed in the table below.

Year 1	Year 2	Year 3	Year 4	Year 5
Advice Services	Equalities	Adults with Learning Disabilities	Democracy	Catering
Arts and Entertainments	Financial Management	Community Care	Direct Services to children and Families	Markets
Services to Older People	Homelessness	Transport and Highways (2)	Environmental Services	Physical and Sensory Disability
Customer Care	Libraries	Operational Finance	Information Technology	Support Services
Communications and Promotions	Human Resources and Personnel	Crime and Disorder	Parks and Open Spaces	Technical Services
Procurement	Services to children and Families	Heritage Services	Property	Tenant Services
Sports Services	Transport and Highways (1)	Mental Health 18-64	Transport (3)	Transport and Highways(4)
	Strategy and Policy*	Performance Management		Youth and Community
	Regeneration and Neighbourhood Renewal*	Regulatory Services		

*These reviews will be carried out as part of the Revitalising Neighbourhoods Project. All year 1 reviews have been completed.

Extract from Best Value Performance Plan 2001/02

A) _____ **COUNCIL TAX AND HOUSING BENEFIT**

These services have performance indicators in the lower quartile but the Directors of Housing and Corporate Services consider that the Best Value Review should not be brought forward from year 5.

This note sets out their reasons.

1. **Housing Benefits**

Housing Benefits has major problems at the present time, partly as a result of the Government introducing the Verification Framework and partly as a result of the DIP supplier going into liquidation.

In addition, to propose that Housing Benefits should be moved from year 5 to year 3 on the basis of two out of 8 indicators appearing in the lower quartile seems somewhat harsh.

Significant resources are currently being targeted at resolving the backlog and getting the service back on-line. A Best Value Review will divert staff away from their prime task of clearing the backlog and prolong the problem for customers unnecessarily.

This is clearly not a good time to undertake a Best Value Review of Housing Benefits as it would lead to receiving a poor rating, which would tarnish the very good outcome of the Review by the Benefit Fraud Inspectorate.

A further factor would involve the administration of Council Tax, where major changes are planned over the next 12 – 18 months including the introduction of a new integrated HB/CT computer system. If staff are diverted on to Best Value work, this project will be delayed by possibly 12 months.

2. **Taxation**

With the impending merge of the taxation service with Housing Benefit, the timing of a year 3 BVR would be highly inappropriate. There are a number of advantages to be exploited by putting the Benefits and Taxation functions alongside each other. Twelve months is not a sufficient period to establish the changes required and realise improvements.

The same principle as above applies, poor performance has been recognised and a strategic change has been planned. Good business sense at this stage says we should allow that change to 'take effect' rather than putting the services through a premature review process. BVR is a milestone event that can leave an indelible mark on a service for a number of years. In the knowledge that we have set in motion a fundamental change to a service, we should do our utmost to ensure that this indelible mark is a positive one.

3. **General Points**

Housing Benefits is one of the biggest units within the Council. The Housing Department will not have the resources to carry out the work necessary to complete the reviews in year 3 without redirecting essential services away from clearing the backlog. This is before the merger with Council Tax at a time when we will be trying to make sure that these two prime front line services deliver Revitalising Neighbourhoods.

In addition, it is highly likely that the recently introduced DIP system will lead to better performance over the next couple of years. Savings here have already been identified in this respect.

The argument for bringing forward the Housing Benefit and Council Tax reviews, from year 5 to year 3, has not been made. In fact, on the evidence outlined above, the contrary applies. It is in the long term interest of the Council to manage its reviews in an orderly and effective way, otherwise it runs the risk of ending up with poor reviews.

Mike Forrester & Tom Stephenson

B) LIFELONG LEARNING

It is suggested that the second stage of the Youth & Community Review is completed as programmed and that the new Lifelong Learning and Community Development Division is then subject to a Best Value Review in year 4 i.e. 2003/04. This course of action is suggested for the following reasons:

- The recent creation of the Learning and Skills Council and the Adult Learning Inspectorate as well as the imminent creation of the Connexions Service has created an external environment for the Division that is emerging and uncertain. This uncertainty could undermine the Best Value Review process which would therefore be better undertaken later to check, challenge and revise the service.
- The first stage of the review was not undertaken under Best Value and it would therefore be preferable to complete the review using similar processes. The Best Value Review could then look at the whole Division.
- The second stage of the Youth & Community Review is programmed to be completed by 1st April 2002, or soon thereafter. It is unlikely that a Best Value Review could be completed and implemented by then which would extend an already lengthy process and increase staff and learner uncertainty and stress.

Steven Andrews

APPENDIX 3

	PERFORMANCE INDICATOR	COMMENT	REVIEW	EXISTING YEAR
1	Satisfaction with handling complaints and number classified as maladministration Overall Satisfaction with authority	Target of 1% improvement decided by Directors will not improve comparative performance	Customer Care	1 1
2	Spend on cultural services	Actual figure now received is 25% above estimate, spending therefore high in comparison with estimates of other authorities.	Sports Arts and Entertainment Libraries Heritage Parks and Open Spaces	1 1 2 3 4
3	Education exclusions and absences - 5 BVPIs Looked after children - number of placements and educational achievement Reviews of child protection cases	Based on estimated data.	Vulnerable Children	2
4	Condition of roads and pavements and road closures Satisfaction with bus services	LTP	Highways and transport	2
5	Homelessness decisions (within 33 days)		Homelessness	2
6	Planning - score against best practice		Regulatory Services	3
7	Satisfaction of users/carers of social services and speed of service. (4)		Community Care	3
8	Cost of clearing land of litter and refuse Refuse collections missed		Environmental services	4

	PERFORMANCE INDICATOR	COMMENT	REVIEW	EXISTING YEAR
9	Renewal time for housing benefits Satisfaction with Housing Benefit Service Collection of council tax	 New computer system planned to achieve improvements in 2005	Taxation and Benefits	5
10	Renovation of properties Satisfaction of tenants with services provided by landlord		Tenant Services	5
11	Education spending - 4 BVPIs - primary and secondary schools; and schools budget as proportion of budget Unfilled primary school places Education standards - 4 indicators Adult education (youth spending above the lowest quartile but below average performance)	Based on estimates, data to be reported 22nd October. Based on achievement in 2000. Current figures improving.	OFSTED Youth and Community	5
12	CRE standards -		All reviews	

SUMMARY OF HOW REVIEWS FIT WITH STRATEGIC PRIORITIES

Year	Review	Comparative Low Performance	Community Plan	Key strategies	Budget Strategy	Ofsted	Joint Review	Revitalising N/Hoods	National Priorities
2	Highways and Transportation	✓	✓	✓				✓	✓
3	Crime and Disorder		✓	✓	✓			✓	✓
3	Environmental Services Parks and Open spaces	✓	✓					✓	
3	IT & e gov			✓				✓	✓
3	Heritage Services				✓				
3	Operational Finance								
4	Property					✓			
4	Lifelong Learning		✓	✓	✓			✓	
4	Health and Community Care	✓	✓	✓	✓				✓
4	Corporate Governance								✓
4	Regeneration		✓	✓					
4	Direct Services to Children and Families								
5	Tax and benefits	✓							✓
5	Housing (Tenant services)	✓	✓						
5	Facilities Management								
5	Adult learning disability								
5	Regulatory Service	✓							
5	Markets								

Appendix 5

Options for Years 3,4 & 5 Best Value Review Programme (based upon business units as defined in 2000/01)

New Year	Theme	Business Unit	Department
1	Advice Services	Welfare and Employment Rights Team Advice Services	Environment & Development
1		Money Advice Team	Environment & Development
1		Welfare Rights Team Advice Services	Social Services
1		Housing Advice Centre	Housing
1		Tenancy Relations	Housing
1	Arts and Entertainments	Arts and Cultural Services	Arts & Leisure
1		De Montfort Hall	Arts & Leisure
1		Haymarket Theatre	Arts & Leisure
1		Phoenix Theatre	Arts & Leisure
1		Arts in Education	Education
1	Customer Care	Customer Services Centre	Corporate
1		Customer Services	Town Clerk's & Corporate Resources
1		Switchboard	Town Clerk's & Corporate Resources
1	Communications and Promotions	All departmental Marketing Functions	All departments

New Year	Theme	Business Unit	Department
1		Communications Unit (incl. Leicester Promotions)	Chief Executive's Office
1		Corporate Strategy Unit	Chief Executive's Office
1		Creativity Works	Commercial Services
1		Central Resources and Public Information	Social Services
1	Procurement	Parks & Grounds Maintenance	Arts & Leisure
1		Arts and Cultural Services	Arts & Leisure
1		Community Partnerships	Arts & Leisure
1		Community Services	Arts & Leisure
1		Client & Technical Services	Education
1		Awards and Grants	Education
1		Governer Services	Education
1		Administration	Education
1		Special Needs Teaching Service	Education
1		Adult Youth and Community	Education
1		Early years	Education
1		DSO Repairs	Housing
1		DSO Contracts	Housing

New Year	Theme	Business Unit	Department
1		Housing management	Housing
1		Policy and Development (voluntary organisations)	Housing
1		Contracts & Service Procurement Unit	Social Services
1		Corporate Property and Business Services	Town Clerk's & Corporate Resources
1		Corporate Property and Support	Town Clerk's & Corporate Resources
1		Advice and Economic Development	Environment and Development
1		Consumer Protection	Environment and Development
1		Pollution Control and Energy	Environment and Development
1		Urban Regeneration	Environment and Development
1		Traffic	Environment and Development
1		Area Traffic Control	Environment and Development
1		Highway Management	Environment and Development
1	Services for Old people	Over 65's CMHT	Social Services
1		Elderly Persons Day Care In-house & Independent	Social Services
1		Disabled & Older Persons Commissioning	Social Services
1		In House & Independent Sector Home Care	Social Services
1		Adult Access	Social Services

New Year	Theme	Business Unit	Department
1		Hospital Social Work	Social Services
1		Sheltered Housing and Dedicated Housing	Housing
1		Housing Support for Older People	Housing
1		Community Care Team	Housing
1		Disabled Facilities Grants	Housing
1		Community Development Team	Arts & Leisure
1		Library Services (home delivery, library minibus, age concern library.)	Arts & Leisure
1		Leisure Pass	Arts & Leisure
2	Financial Management	Finance and Systems	All departmental financial management functions
2		Accountancy/Financial Services Management	Town Clerk's and Corporate Resources
2	Homelessness	Housing Options and Rehousing Services	Housing
2		Hostels and Community Care	Housing
2	Human Resources & Personnel	Health & Safety	All departmental functions
2		Personnel and Training	All departmental functions
2		Workplace Nursery	Arts & Leisure
2		Staff Development Unit	Social Services
2		Human Resources Unit	Town Clerk's & Corporate Resources

New Year	Theme	Business Unit	Department
2		Job Shop	Town Clerk's & Corporate Resources
2		Management Development Unit	Town Clerk's & Corporate Resources
2		Occupational Health	Town Clerk's & Corporate Resources
2		Standby Register	Town Clerk's & Corporate Resources
2	Libraries	Libraries & Information Services	Arts & Leisure
2	Services to Vulnerable Children	Shoppers Play Centre	Arts & Leisure
2		Admissions & Exclusions	Education
2		Awards & Grants	Education
2		Early Years	Education
2		Education Psychology Service	Education
2		Education Welfare Service	Education
2		Section XI Language & Home Support Service	Education
2		Special Education Service	Education
2		Special Needs Teaching Service	Education
2		Student Support Service	Education
2		Adoption	Social Services
2		Children Residential Including Out City Placement	Social Services

New Year	Theme	Business Unit	Department
2		Children & Family Resources	Social Services
2		Child/Adolescent Mental Health Services	Social Services
2		Fostering	Social Services
2		Leaving Care Team	Social Services
2	Transport & Highways (Phase 1)	Area Traffic Control	Environment & Development
2		Highway Management	Environment & Development
2		Traffic	Environment & Development
2	Transport & Highways (Phase 3)	Transport Capital Programme	Environment & Development
2	Transport & Highways (Phase 4)	Leicestershire Transport Plan – development and research	Environment & Development
3	Crime & Disorder	Community Safety	Environment & Development
3		Substance Misuse	Social Services
3		Young Offenders Team	Social Services
3	Environmental Services (including Parks and Open Spaces)	Cemeteries & Crematoria	Arts & Leisure
3		City Cleansing	Commercial Services
3		City Landscape	Commercial Services
3		Parks & Open Spaces	Arts & Leisure
3		Energy Management	Environment & Development

New Year	Theme	Business Unit	Department
3		Street Environmental Management	Environment & Development
3		Waste Management	Environment & Development
3		Home Energy Advice	Housing
3	IT & e Government	IT	All departmental IT functions
3		EDISS	Education
3		IT Services	Town Clerk's & Corporate Resources
3	Heritage Services	Museums Galleries and Heritage Services	Arts & Leisure
3	Operational Finance	Exchequer & Control (excluding risk management)	Town Clerk's & Corporate Resources
3		FMIS	Town Clerk's & Corporate Resources
3		Payroll	Town Clerk's & Corporate Resources
4	Property	Construction Services	Commercial Services
4		Development & Review	Education
4		Property Assets/Management	Environment & Development
4		Operational Property	Town Clerk's & Corporate Resources
4	Life-long Learning	Community Services (includes Play Services)	Arts & Leisure
4		Youth Services	Arts & Leisure
4		Adult Youth & Community	Education
4	Health and Community Care	Emergency Alarm Service	Housing

New Year	Theme	Business Unit	Department
4		Adult Planning Service Dev.	Social Services
4		Emergency Duty Team	Social Services
4		HIV/Aids	Social Services
4		In House & Independent Sector Elderly Persons Homes	Social Services
4		In House & Independent Sector Residential Care	Social Services
4		Community Health	Environment & Development
4	Corporate Governance incl. Performance Management and Democracy	Strategy, Policy, Business Services in departments	All departments
4		Directorate	All departments/CEO
4		Strategic Policy & Performance Unit	Chief Executive's Office
4		Community Partnerships (includes grants)	Arts & Leisure
4		Quality & Development	Education
4		Statistics & Databases	Education
4		Complaints Service	Social Services
4		Performance Assessment Unit	Social Services
4		Audit	Town Clerk's & Corporate Resources
4		Governor Services	Education
4		Committee Secretarial	Town Clerk's & Corporate Resources

New Year	Theme	Business Unit	Department
4		Electoral Services	Town Clerk's & Corporate Resources
4		Lord Mayor's Office	Town Clerk's & Corporate Resources
4		Members' Services	Town Clerk's & Corporate Resources
4		Overseas Links	Town Clerk's & Corporate Resources
4		Legal Services	Town Clerk's & Corporate Resources
4		Risk Management	Town Clerk's & Corporate Resources
4	Front Line Services for Vulnerable Children and Families	Child Care Operations Including Disabled Childrens Team	Social Services
4		Children & Family Access Including Hospital Social Work	Social Services
4		Independent Monitoring Including Child Protection	Social Services
4		Childrens Planning	Social Services
4	Regulatory Services	Building Control	Environment & Development
4		Consumer Protection	Environment & Development
4		Pollution & Energy Control	Environment & Development
4		Private Sector Housing	Environment & Development
4		Public Safety	Environment & Development
4		Coroners Office	Town Clerk's & Corporate Resources
4		Emergency Management	Town Clerk's & Corporate Resources
4		Urban Design, Development Plans, Development Control	Environment & Development
5	Regeneration	Inward Investment	Arts & Leisure

New Year	Theme	Business Unit	Department
5		Economic Development	Environment & Development
5		Regeneration Unit	Environment & Development
5		Urban Regeneration	Environment & Development
5		Development	Housing
5		Renewal	Housing
5	Taxation and Benefits	Local Taxation	Town Clerk's & Corporate Resources
5		Housing Benefits	Housing
5	Housing Tenant Services	Housing Management	Housing
5		Housing Maintenance	Housing
5	Facilities Management	Recreational transport	Arts & Leisure
5		City Transport	Commercial Services
5		City Catering	Commercial Services
5		Building Cleaning	Commercial Services
5	Adult learning disability/Physical & Sensory Disability & Mental Health 18 – 64	Learning Disabilities Commissioning	Social Services
5		Learning Disabilities Day Care Providers In-house and Independent	Social Services
5		Learning Disabilities Residential Providers In-house and Independent	Social Services
5		Day Service Providers In-house & Independent	Social Services

New Year	Theme	Business Unit	Department
5		Residential Providers Independent	Social Services
5	Markets	Leicester Market	Commercial Services