



Leicester  
City Council

ALL WARDS (CORPORATE ISSUE)

**FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:  
FINANCE, RESOURCES & EQUAL OPPORTUNITIES  
SCRUTINY COMMITTEE  
CABINET MEETING**

**19<sup>TH</sup> DECEMBER 2000  
15th JANUARY 2001**

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## **BEST VALUE REVIEW PROGRAMME – YEAR 2**

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### **Report of the Assistant Chief Executive – Corporate Strategy**

#### **1. Purpose of Report**

This report builds on the current programme of best value reviews in the light of experience and new information. It proposes some revisions, following consideration by Directors' Board, for which approval of Members is sought.

#### **2. Recommendations**

##### **2.1. Members are asked to:**

- Approve the changes, outlined in the Summary below, to the review programme generally and in particular those affecting the reviews in year two – see summary of reviews for year two in the supporting information.
- To note the performance and priority information in relation to the review programme.

#### **3. Summary**

**3.1.** The Best Value guidelines look for a robust programme of reviews especially in the first two to three years. This is to assure local people that their concerns will be addressed and auditors and inspectors that there is a sound basis for forward planning. However there is recognition that not all eventualities can be anticipated and so some year on year revision can be expected. There is a strong expectation that the rationale for the review programme can be evidenced.

**3.2.** The current programme is shown in the attached Appendix. This programme was developed taking into account the views of Directors and Members and three sets of information, (in so far as this was readily available) performance data, views of the public and local/national priorities. As far as possible this information has been updated and to date views of Directors have been sought.

### 3.3. Issues from national performance indicators and national and local priorities

The following issues emerge from the analysis of national performance information for 1998/1999 (the last time comparator details are available), and national and local priorities (see supporting information for details of the 46 comparator Unitary Authorities). It should be noted that the information from the Best Value customer satisfaction survey is not yet available. Also that where information reinforces the current position no comments are made.

- Council Tax Collection (current year 3) low in league table of amount collected, top = 99.2% (Wokingham) Leicester = 92.6%, bottom = 89%, **Leicester was in 39<sup>th</sup> position.**
- City Cleansing (current year 4) - high spend but exposed to competition, top = £12.87 (Windsor) Leicester = £9.95, **Leicester was in 13<sup>th</sup> position** in terms of spending.
- Libraries (current year 4) – fall in service take up and strong links to life long learning but many initiatives being developed.
- High costs in areas of Social Services (current year 2 with substantial parts in year 3) but recognised as most improving. Children's Services top = £93.63 , Leicester = £72.52, **Leicester was in 4<sup>th</sup> position** in terms of spend. Total spend per head on social services, top £232.02, Leicester = £208.18, **Leicester was in 5<sup>th</sup> position.** In both cases the highest spending authority is Nottingham.
- Housing Management (year 5), Collection of rent as % of rent due was 96% (for 99/00 it has improved to 97%), **Leicester was in 39<sup>th</sup> position.** The District Auditor advised the Council to a change in the calculation which, apparently, hasn't been consistently advised to other Councils thus making Leicester compare less favourably. Rent collection is improving year on year. **Leicester was in 5<sup>th</sup> position** in terms of the amount spent on repairs. The Director of Housing views this positively as demonstrating Leicester's commitment to tackling disrepair and important in meeting the Department's overall objective of 'a decent home for everyone'. He also points out that over a million pounds of this expenditure could be classified as capital and could be excluded. Leicester does provide a high quality repairs service to tenants, evidenced by the appointments system, timescale for repairs and our success with Beacon Status. On a comparison of the unit cost of repairs Leicester compares very favourably.

### 3.4. Priority and Resource Issues

Whilst the current programme deals with many priority issues, the recent emphasis of Government on IT (year 4) has been a further matter for consideration. There are clear targets for the introduction of E government (2005). Also there will be an additional national performance indicator on the extent of use of IT in the user interface for 2001/2002. This highlights the number of transactions and contacts made by

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customers which can be made electronically and those which already are. This would provide a basis on which to set targets over 3 years to meet the overall target in year 2005.

Directors considered whether it would be appropriate to carry out the review in year 2, in synchrony with the implementation of the Customer Care review, or in year 3 following the implementation of any customer care improvements. Directors have decided on balance to keep IT in year 4.

- 3.5.** Directors considered an option of either suspending or at least slowing down the programme in year two in order that resources could be channeled into fully implementing the Council's performance management framework. If successful this could minimise the amount of resources necessary overall to carry out the review programme. It would also allow time for the effects of the challenge, comparator, and procurement strategies to work through. On the other hand the major cultural change being tackled on performance management presents a major strategic risk. If the changes have not fully worked through during year two there could be an even more intensive review programme to contend with. It is also considered that the Council's external auditors would have reservations. On balance therefore Directors have decided to continue with the current programme but with some changes to it. The best value review process may also need some changes following a review of it. The changes to the review programme are summarised below:

**Changes specifically affecting year two.**

- Libraries to be brought forward from year four to year two. The service has recently undergone an extensive review following the budget strategy decision for 2000/01 regarding libraries, agreed in May this year. Whilst not a full Best Value review, this has been an extensive process which has involved challenge, compare and consult elements of Best Value in great detail and provides a very robust platform on which a full Best Value review could be completed during year 2. The momentum gained by the Libraries' review would be maintained and enhanced by completing a Best Value review in year 2. On the other hand, if the Best Value review was not carried out until Year 4 (as presently scheduled) the currency of the existing service review would be lost.
- If the proposal for moving Libraries was agreed it is further proposed that the Museums and Heritage Best Value review be moved to year 3 of the programme.
- Regeneration & Neighbourhood Renewal, year 2, this is a revised heading for the theme and is intended to include all aspects of regeneration, community and physical, and link this work with the Council's new commitment to neighbourhood renewal. In doing so, the theme will spread well outside of the Environment & Development department. It will include all departments of the Council and, in particular, will embrace the work on Neighbourhood Renewal currently being led by the Director of Housing. It is also the intention to include Economic Development and the training of unemployed people which it is felt can be best linked with this theme.
- Only revenue funded Transport & Highways elements to be undertaken in year 2. Members earlier this year agreed that Highways & Transportation should be dealt with on a phased basis with the first phase looking at the revenue aspects. This would include the work of Area Traffic Control. Such a review would also include issues around the maintenance of the highway and footpaths which Members were

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particularly keen to address following feedback from MORI. Whilst the theme falls primarily with the E&D department, it is of interest to many other departments, and has already appeared as an issue in themes such as “services for older people”

- Children’s Planning to form part of the Strategy and Policy theme in year 2 rather than in services to Children, also year 2
- The theme “Services to Children” be renamed “Services to Children and Families”
- Development and Review in Education to Property in year 4 as this provides a better relationship to its function.

#### **Other changes affecting years three to five**

- Housing Benefits to move from year 3 to year 5. There are major process improvements in train through the introduction of Document Image Processing. Also there are strong links to Rent Collection, which forms part of the year 5 review of Housing Management.
- Council Tax to move from year 3 to year 5. This follows the move of Housing Benefits to year 5 and so maintains the close links between these two services.
- Parks & Open Spaces to be included in year 4 – not currently identified as a review
- Transport Capital Programme – year 3
- Leicestershire Transport Plan input and research to year 5
- Play to be included in the Youth & Community review in year 5
- Older People Elderly Mentally Ill in residential care was scoped (from year 1) into year 2. However it does not fit with a year 2 theme but could be included in Community Care in year 3.
- Move from year 2 (Services to Children) to year 4, Childcare Operations (including children with disabilities) Children and Family Access including Children’s Hospital Social Work, Independent Monitoring including Child Protection. All these services have been subject to extensive, in depth audits by external and national evaluation during 1999/2000 based on Best Value principles and methodology. As a result, services will be refocused and reshaped from 2001 onwards. Add to year 4 in a new theme of “Direct Services to Children and Families”.

Currently the theme Services to Children, which naturally includes many of the Education elements, is a year 2 theme. Whilst the Director of Education recognises the value of addressing the theme corporately he is nonetheless concerned about the potential overload on staff of dealing with the Best Value and OFSTED processes simultaneously. If the two processes can be dovetailed this should be possible, but if it does not prove practicable then the reviews of the Education elements of the theme may have to be deferred to year 4 or 5.

- 3.6. The above changes reflect the performance issues in 3.3 only as far as Libraries are concerned.

#### **4. Financial and legal Implications**

The establishment of the review programme itself does not carry any financial implications but the outcome of its implementation will have significant implication for the budget strategy, which is currently under discussion. There is a requirement to include the review programme in the Council’s Best Value Performance Plan.

5. **Report Author/Officer to contact:** Austin Roberts, Strategic Policy and Community Engagement, Ext. 7120

**WARDS AFFECTED  
ALL WARDS (CORPORATE ISSUES)**

**FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:  
CABINET MEETING**

**15<sup>TH</sup> JANUARY 2001**

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**BEST VALUE REVIEW PROGRAMME – YEAR 2**

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**Report of the Chief Executive**

**SUPPORTING INFORMATION**

See attached Appendices

**FINANCIAL, LEGAL AND OTHER IMPLICATIONS**

**1. Financial Implications**

Not applicable

**2. Legal Implications**

Not applicable

**3. Other Implications**

<b>OTHER IMPLICATIONS</b>	<b>YES/NO</b>	<b>Paragraph within report</b>	<b>References</b>
Equal Opportunities	NO		
Policy	NO		
Sustainable and Environmental	NO		
Crime and Disorder	NO		
Human Rights Act	NO		

**4. Background Papers – Local Government Act 1972**

Not applicable

**5. Consultations**

All Directors have been consulted on the preparation of this report

**6. Reasons for Treating the Report as Not for Publication**

Not applicable





## DRAFT PROPOSAL - BEST VALUE REVIEWS SUMMARY FOR YEAR 2

THEME	BUSINESS UNIT	DEPARTMENT	LEAD DIRECTOR	COMMENTS
<b>Equalities</b>	Departmental Function	All		
	Corporate Equalities Function	CXO		
	Translation/Translators	All		
<b>Financial Management</b>	Finance and Systems	All departmental financial management functions		
	Financial Services Management	TC&CR		
	Accountancy	TC&CR		
<b>Libraries</b>	All Libraries	A&L		
<b>Homelessness</b>	Community Care Unit	Housing		
	Voluntary Service (need)	Housing		
	Hostels	Housing		
	Homelessness and Rehousing	Housing		
	Supported Housing	Housing		
<b>Human Resources &amp; Personnel</b>	Health and Safety	Corporate and all departmental functions		
	Personnel and Training	All departmental functions		
	Occupational Health	TC&CR		
	Management Development Unit	TC&CR		
	Human Resources Unit	TC&CR		
	Staff Development Unit	Social Services		
	Standby Register	TC&CR		
	Job Shop	TC&CR		

	Workplace Nursery	A&L		Moved from Services to Children
<b>Regeneration &amp; Neighbourhood Renewal</b>	Inward Investment	A&L		
	Regeneration Unit	E&D		
	Urban Regeneration	E&D		
	Development	Housing		
	Renewal	Housing		
	Economic Development	E&D		
<b>Services to Children &amp; Families</b>	Shoppers Play Centre	A&L		
	Student Support Service	Education		Possible move to later in the programme
	Awards & Grants	Education		Possible move to later in the programme
	Special Education Service	Education		Possible move to later in the programme
	Special Needs Teaching Service	Education		Possible move to later in the programme
	Education Psychology Service	Education		Possible move to later in the programme
	Section XI Language and Home Support Service	Education		Possible move to later in the programme
	Education Welfare Service	Education		Possible move to later in the programme
	Admissions & Exclusions	Education		Possible move to later in the programme
	Early Years	Education		Possible move to later in the programme
	Leaving Care Team	Social Services		
	Child/Adolescent Mental Health Services	Social Services		
	Fostering	Social Services		
	Adoption	Social Services		

	Children Residential including Out City Placement	Social Services		
	Children & Family Resources	Social Services		
<b>Strategy &amp; Policy</b>	Strategy, Policy, Business Services and other related areas	All depts		
	Directorate	All dept./CEO		
	Strategic Policy & Community Engagement Unit	CXO		
	Childrens Planning	Social Services		
<b>Transport</b>	Transport revenue funded services, Area Traffic Control, Traffic, Highways Management	E&D		

## List of Comparator Unitary Councils

UNITARY COUNCILS	UNITARY COUNCILS
Bath & N E Somerset	Rutland
Blackburn with Darwen	Slough
Blackpool	South Gloucestershire
Bournemouth	Southampton
Bracknell Forest	Southend-on-Sea
Brighton & Hove	Stockton-on-Tees
Bristol	Stoke-on-Trent
Darlington	Swindon
Derby	Telford & Wrekin
East Riding of Yorkshire	Thurrock
Halton	Torbay
Hartlepool	Warrington
Herefordshire	West Berkshire
Isle of Wight	Windsor & Maidenhead
Kingston-upon-Hull	Wokingham
Leicester	York
Luton	
Medway	
Middlesbrough	
Milton Keynes	
North East Lincolnshire	
North Lincolnshire	
North Somerset	
Nottingham	
Peterborough	
Plymouth	
Poole	
Portsmouth	
Reading	
Redcar & Cleveland	

## Best Value Review Programme (following proposed amendments after year 1)

<b>New Year</b>	<b>Theme</b>	<b>Business Unit</b>	<b>Department</b>
1	Advice Services	Advice Services	Environment & Development
1	Advice Services	Economic Development	Environment & Development
1	Advice Services	Advice Services	Social Services
1	Arts and Entertainments	Arts and Cultural Services	Arts & Leisure
1	Arts and Entertainments	DeMontfort Hall	Arts & Leisure
1	Arts and Entertainments	Haymarket Theatre	Arts & Leisure
1	Arts and Entertainments	Phoenix Theatre	Arts & Leisure
1	Arts and Entertainments	Arts in Education	Education
1	Community Care	Over 65's CMHT	Social Services
1	Customer Care	Customer Services Centre	Corporate
1	Customer Care	Customer Services	Town Clerk's & Corporate Resources
1	Customer Care	Switchboard	Town Clerk's & Corporate Resources
1	Marketing & Communications	All departmental Marketing Functions	All departments
1	Marketing & Communications	Communications Unit	Chief Executive's Office
1	Marketing & Communications	Leicester Promotions	Chief Executive's Office

<b>New Year</b>	<b>Theme</b>	<b>Business Unit</b>	<b>Department</b>
1	Marketing & Communications	Creativity Works	Commercial Services
1	Marketing & Communications	Public Information	Social Services
1	Procurement	Parks & Grounds Maintenance	Arts & Leisure
1	Procurement	Client & Technical Services	Education
1	Procurement	Contracts	Housing
1	Procurement	Contracts & Service Procurement Unit	Social Services
1	Procurement	Corporate Contracts Management - building cleaning	Town Clerk's & Corporate Resources
1	Procurement	Corporate Contracts Management - catering	Town Clerk's & Corporate Resources
1	Procurement	Corporate Contracts Management - property	Town Clerk's & Corporate Resources
1	Sports	Sports Services	Arts & Leisure
2	Equalities	Departmental Functions	All Departments
2	Equalities	Corporate Equalities Function	Chief Executive's Office
2	Equalities	Translation/translators	Corporate
2	Financial Management	Finance and Systems	All departmental financial management functions
2	Financial Management	Accountancy/Financial Services Management	Town Clerk's & Corporate Resources
2	Homelessness	Community Care Unit	Housing
2	Homelessness	Homelessness & Rehousing	Housing

<b>New Year</b>	<b>Theme</b>	<b>Business Unit</b>	<b>Department</b>
2	Homelessness	Hostels	Housing
2	Homelessness	Housing Advice Centre	Housing
2	Homelessness	Supported Housing	Housing
2	Homelessness	Voluntary Service (Need)	Housing
2	Human Resources & Personnel	Health & Safety	All departmental functions
2	Human Resources & Personnel	Personnel and Training	All departmental functions
2	Human Resources & Personnel	Workplace Nursery	Arts & Leisure
2	Human Resources & Personnel	Staff Development Unit	Social Services
2	Human Resources & Personnel	Human Resources Unit	Town Clerk's & Corporate Resources
2	Human Resources & Personnel	Job Shop	Town Clerk's & Corporate Resources
2	Human Resources & Personnel	Management Development Unit	Town Clerk's & Corporate Resources
2	Human Resources & Personnel	Occupational Health	Town Clerk's & Corporate Resources
2	Human Resources & Personnel	Standby Register	Town Clerk's & Corporate Resources
2	Libraries	Libraries & Information Services	Arts & Leisure
2	Regeneration & Neighbourhood Renewal	Inward Investment	Arts & Leisure
2	Regeneration & Neighbourhood Renewal	Economic Development	Environment & Development
2	Regeneration & Neighbourhood Renewal	Regeneration Unit	Environment & Development

<b>New Year</b>	<b>Theme</b>	<b>Business Unit</b>	<b>Department</b>
	Renewal		
2	Regeneration & Neighbourhood Renewal	Urban Regeneration	Environment & Development
2	Regeneration & Neighbourhood Renewal	Development	Housing
2	Regeneration & Neighbourhood Renewal	Renewal	Housing
2	Services to Children & Families	Shoppers Play Centre	Arts & Leisure
2	Services to Children & Families	Admissions & Exclusions	Education
2	Services to Children & Families	Awards & Grants	Education
2	Services to Children & Families	Early Years	Education
2	Services to Children & Families	Education Psychology Service	Education
2	Services to Children & Families	Education Welfare Service	Education
2	Services to Children & Families	Section XI Language & Home Support Service	Education
2	Services to Children & Families	Special Education Service	Education
2	Services to Children & Families	Special Needs Teaching Service	Education
2	Services to Children & Families	Student Support Service	Education
2	Services to Children & Families	Adoption	Social Services
2	Services to Children & Families	Children Residential Including Out City Placement	Social Services
2	Services to Children & Families	Children & Family Resources	Social Services



<b>New Year</b>	<b>Theme</b>	<b>Business Unit</b>	<b>Department</b>
2	Services to Children & Families	Child/Adolescent Mental Health Services	Social Services
2	Services to Children & Families	Fostering	Social Services
2	Services to Children & Families	Leaving Care Team	Social Services
2	Strategy & Policy	Strategy, Policy, Business Services and other related areas	All departments
2	Strategy & Policy	Directorate	All departments/CEO
2	Strategy & Policy	Strategic Policy & Community Engagement Unit	Chief Executive's Office
2	Strategy & Policy	Childrens Planning	Social Services
2	Transport & Highways (Phase 1)	Area Traffic Control	Environment & Development
2	Transport & Highways (Phase 1)	Highway Management	Environment & Development
2	Transport & Highways (Phase 1)	Traffic	Environment & Development
3	Adult learning disability	Learning Disabilities Commissioning	Social Services
3	Adult learning disability	Learning Disabilities Day Care Providers In-house and Independent	Social Services
3	Adult learning disability	Learning Disabilities Residential Providers In-house and Independent	Social Services
3	Community Care	Emergency Alarm Service	Housing
3	Community Care	Adult Access	Social Services
3	Community Care	Adult Planning Service Dev.	Social Services
3	Community Care	Disabled & Older Persons Commissioning	Social Services

<b>New Year</b>	<b>Theme</b>	<b>Business Unit</b>	<b>Department</b>
3	Community Care	Elderly Persons Day Care In-house & Independent	Social Services
3	Community Care	Emergency Duty Team	Social Services
3	Community Care	HIV/Aids	Social Services
3	Community Care	Hospital Social Work	Social Services
3	Community Care	In House & Independent Sector Elderly Persons Homes	Social Services
3	Community Care	In House & Independent Sector ResidentialCare	Social Services
3	Crime & Disorder	Community Safety	Environment & Development
3	Crime & Disorder	Substance Misuse	Social Services
3	Crime & Disorder	Young Offenders Team	Social Services
3	Heritage Services	Museums Galleries and Heritage Services	Arts & Leisure
3	Mental Health 18 – 64	CMHT's	Social Services
3	Mental Health 18 – 64	Mental Health Day Care Providers In-house and Independent	Social Services
3	Mental Health 18 – 64	Mental Health Residential Providers In-house & Independent	Social Services
3	Operational Finance	Exchequer & Control	Town Clerk's & Corporate Resources
3	Operational Finance	FMIS	Town Clerk's & Corporate Resources
3	Operational Finance	Payroll	Town Clerk's & Corporate Resources

<b>New Year</b>	<b>Theme</b>	<b>Business Unit</b>	<b>Department</b>
3	Performance Management	Community Partnerships (includes grants)	Arts & Leisure
3	Performance Management	Quality & Development	Education
3	Performance Management	Statistics & Databases	Education
3	Performance Management	Complaints Service	Social Services
3	Performance Management	Performance Assessment Unit	Social Services
3	Performance Management	Audit	Town Clerk's & Corporate Resources
3	Regulatory Services	Building Control	Environment & Development
3	Regulatory Services	Consumer Protection	Environment & Development
3	Regulatory Services	Food & Community Public Health	Environment & Development
3	Regulatory Services	Pollution & Energy Control	Environment & Development
3	Regulatory Services	Private Sector Housing	Environment & Development
3	Regulatory Services	Public Safety	Environment & Development
3	Regulatory Services	Coroners Office	Town Clerk's & Corporate Resources
3	Regulatory Services	Emergency Management	Town Clerk's & Corporate Resources
3	Regulatory Services	Registration	Town Clerk's & Corporate Resources
3	Transport & Highways (Phase 3)	Transport Capital Programme	Environment & Development
4	Democracy	Governor Services	Education

<b>New Year</b>	<b>Theme</b>	<b>Business Unit</b>	<b>Department</b>
4	Democracy	Committee Secretarial	Town Clerk's & Corporate Resources
4	Democracy	Electoral Services	Town Clerk's & Corporate Resources
4	Democracy	Lord Mayor's Office	Town Clerk's & Corporate Resources
4	Democracy	Members' Services	Town Clerk's & Corporate Resources
4	Democracy	Overseas Links	Town Clerk's & Corporate Resources
4	Direct Services to Children & Families	Child Care Operations Including Disabled Childrens Team	Social Services
4	Direct Services to Children & Families	Children & Family Access Including Hospital Social Work	Social Services
4	Direct Services to Children & Families	Independent Monitoring Including Child Protection	Social Services
4	Environmental Services	Cemeteries & Crematoria	Arts & Leisure
4	Environmental Services	City Cleansing	Commercial Services
4	Environmental Services	City Landscape	Commercial Services
4	Environmental Services	Energy Management	Environment & Development
4	Environmental Services	Street Environmental Management	Environment & Development
4	Environmental Services	Urban Design, Development Plans, Development Control	Environment & Development
4	Environmental Services	Waste Management	Environment & Development
4	Environmental Services	Home Energy Advice	Housing

<b>New Year</b>	<b>Theme</b>	<b>Business Unit</b>	<b>Department</b>
4	IT	IT	All departmental IT functions
4	IT	EDISS	Education
4	IT	IT Services	Town Clerk's & Corporate Resources
4	Parks & Open Spaces	Parks & Open Spaces	Arts & Leisure
4	Property	Development & Review	Education
4	Property	Property Assets/Management	Environment & Development
4	Property	Operational Property	Town Clerk's & Corporate Resources
4	Transport used or supplied by the Council	Recreational transport	Arts & Leisure
4	Transport used or supplied by the Council	City Transport	Commercial Services
5	Catering	City Catering	Commercial Services
5	Taxation and Benefits	Local Taxation	Town Clerk's & Corporate Resources
5	Taxation and Benefits	Housing Benefits	Housing
5	Markets	Leicester Market	Commercial Services
5	Physical and Sensory Disability	Day Service Providers In-house & Independent	Social Services
5	Physical and Sensory Disability	Residential Providers Independent	Social Services
5	Support Services	Administration	Education
5	Support Services	Support Services	Housing

<b>New Year</b>	<b>Theme</b>	<b>Business Unit</b>	<b>Department</b>
5	Support Services	Corporate Support	Town Clerk's & Corporate Resources
5	Support Services	Legal Services	Town Clerk's & Corporate Resources
5	Technical Services	Construction Services	Commercial Services
5	Technical Services	Housing Maintenance	Housing
5	Tenant Services	Housing Management	Housing
5	Transport & Highways (Phase 4)	Leicestershire Transport Plan – development and research	Environment & Development
5	Youth & Community	Community Services (includes Play Services)	Arts & Leisure
5	Youth & Community	Youth Services	Arts & Leisure
5	Youth & Community	Adult Youth & Community	Education

## Current Best Value Review Programme – 2000 to 2005

Year	Theme	Business Unit/Sub Business Unit	Department
1	Advice Services	Advice Services	Environment & Development
1	Advice Services	Economic Development	Environment & Development
1	Advice Services	Advice Services	Social Services
1	Arts and Entertainments	Arts and Cultural Services	Arts & Leisure
1	Arts and Entertainments	DeMontfort Hall	Arts & Leisure
1	Arts and Entertainments	Haymarket Theatre	Arts & Leisure
1	Arts and Entertainments	Phoenix Theatre	Arts & Leisure
1	Arts and Entertainments	Arts in Education	Education
1	Customer Care	Customer Services Centre	Corporate
1	Customer Care	Switchboard	Town Clerk's & Corporate Resources
1	Customer Care	Customer Services	Town Clerk's & Corporate Resources
1	Highways	Traffic - includes Local Transport Plan	Environment & Development
1	Highways	Area Traffic Control	Environment & Development
1	Marketing & Communications	All departmental Marketing Functions	All departments
1	Marketing & Communications	Leicester Promotions	Chief Executive's Office

Year	Theme	Business Unit/Sub Business Unit	Department
1	Marketing & Communications	Communications Unit	Chief Executive's Office
1	Marketing & Communications	Creativity Works	Commercial Services
1	Marketing & Communications	Public Information	Social Services
1	Old people and Elderly Mentally Ill	Over 65's CMHT	Social Services
1	Old people and Elderly Mentally Ill	Elderly Persons Day Care In-house & Independent	Social Services
1	Old people and Elderly Mentally Ill	Disabled & Older Persons Commissioning	Social Services
1	Old people and Elderly Mentally Ill	In House & Independent Sector Elderly Persons Homes	Social Services
1	Old people and Elderly Mentally Ill	In House & Independent Sector Home Care	Social Services
1	Procurement	Parks & Grounds Maintenance	Arts & Leisure
1	Procurement	Client & Technical Services	Education
1	Procurement	Contracts	Housing
1	Procurement	Contracts & Service Procurement Unit	Social Services
1	Procurement	Corporate Contracts Management - building cleaning	Town Clerk's & Corporate Resources
1	Procurement	Corporate Contracts Management - catering	Town Clerk's & Corporate Resources
1	Procurement	Corporate Contracts Management - property	Town Clerk's & Corporate Resources
1	Sports	Sports Services	Arts & Leisure
2	Equalities	Departmental Function	All Departments



Year	Theme	Business Unit/Sub Business Unit	Department
2	Equalities	Corporate Equalities Unit	Chief Executive's Office
2	Equalities	Translation/translators	Corporate
2	Financial Management	Finance and Systems	All departmental financial management functions
2	Financial Management	Development & Review	Education
2	Financial Management	Financial Services Management	Town Clerk's & Corporate Resources
2	Financial Management	Accountancy	Town Clerk's & Corporate Resources
2	Heritage Services	Museums Galleries and Heritage Services	Arts & Leisure
2	Homelessness	Community Care Unit	Housing
2	Homelessness	VoluntaryService (Need)	Housing
2	Homelessness	Hostels	Housing
2	Homelessness	Homelessness & Rehousing	Housing
2	Homelessness	Housing Advice Centre	Housing
2	Homelessness	Supported Housing	Housing
2	Human Resources & Personnel	Health & Safety	All departmental functions
2	Human Resources & Personnel	Personnel and Training	All departmental functions
2	Human Resources & Personnel	Occupational Health	Chief Executive's Office
2	Human Resources & Personnel	Health & Safety	Chief Executive's Office

Year	Theme	Business Unit/Sub Business Unit	Department
2	Human Resources & Personnel	Management Development Unit	Chief Executive's Office
2	Human Resources & Personnel	Human Resources Unit	Chief Executive's Office
2	Human Resources & Personnel	Staff Development Unit	Social Services
2	Human Resources & Personnel	Standby Register	Town Clerk's & Corporate Resources
2	Human Resources & Personnel	Job Shop	Town Clerk's & Corporate Resources
2	Regeneration	Inward Investment	Arts & Leisure
2	Regeneration	Regeneration Unit	Chief Executive's Office
2	Regeneration	Urban Regeneration	Environment & Development
2	Regeneration	Development	Housing
2	Regeneration	Renewal	Housing
2	Services to Children	Shoppers Play Centre	Arts & Leisure
2	Services to Children	Workplace Nursery	Arts & Leisure
2	Services to Children	Community Services - Play Services	Arts & Leisure
2	Services to Children	Student Support Service	Education
2	Services to Children	Awards & Grants	Education
2	Services to Children	Special Education Service	Education
2	Services to Children	Special Needs Teaching Service	Education

Year	Theme	Business Unit/Sub Business Unit	Department
2	Services to Children	Education Psychology Service	Education
2	Services to Children	Section XI Language & Home Support Service	Education
2	Services to Children	Education Welfare Service	Education
2	Services to Children	Admissions & Exclusions	Education
2	Services to Children	Early Years	Education
2	Services to Children	Leaving Care Team	Social Services
2	Services to Children	Child/Adolescent Mental Health Services	Social Services
2	Services to Children	Childrens Planning	Social Services
2	Services to Children	Independent Monitoring Including Child Protection	Social Services
2	Services to Children	Fostering	Social Services
2	Services to Children	Children & Family Access Including Hospital Social Work	Social Services
2	Services to Children	Adoption	Social Services
2	Services to Children	Children Residential Including Out City Placement	Social Services
2	Services to Children	Child Care Operations Including Disabled Childrens Team	Social Services
2	Services to Children	Children & Family Resources	Social Services
2	Strategy & Policy	Strategy, Policy, Business Services and other related areas	All departments
2	Strategy & Policy	Directorate	All departments/CEO

Year	Theme	Business Unit/Sub Business Unit	Department
2	Strategy & Policy	Corporate Strategy Unit	Chief Executive's Office
2	Strategy & Policy	Corporate Management Consultancy Unit	Town Clerk's & Corporate Resources
3	Adult learning disability	Learning Disabilities Day Care Providers In-house and Independent	Social Services
3	Adult learning disability	Learning Disabilities Residential Providers In-house and Independent	Social Services
3	Adult learning disability	Learning Disabilities Commissioning	Social Services
3	Community Care	Emergency Alarm Service	Housing
3	Community Care	Adult Planning Service Dev.	Social Services
3	Community Care	HIV/Aids	Social Services
3	Community Care	Emergency Duty Team	Social Services
3	Community Care	Hospital Social Work	Social Services
3	Community Care	Adult Access	Social Services
3	Crime & Disorder	Community Safety	Environment & Development
3	Crime & Disorder	Substance Misuse	Social Services
3	Crime & Disorder	Young Offenders Team	Social Services
3	Mental Health 18 - 64	CMHT's	Social Services
3	Mental Health 18 - 64	Mental Health Day Care Providers In-house and Independent	Social Services
3	Mental Health 18 - 64	Mental Health Residential Providers In-house & Independent	Social Services

Year	Theme	Business Unit/Sub Business Unit	Department
3	Operational Finance	Housing Benefits	Housing
3	Operational Finance	Payroll	Town Clerk's & Corporate Resources
3	Operational Finance	FMIS	Town Clerk's & Corporate Resources
3	Operational Finance	Exchequer & Control	Town Clerk's & Corporate Resources
3	Operational Finance	Local Taxation	Town Clerk's & Corporate Resources
3	Performance Management	Community Partnerships (includes grants)	Arts & Leisure
3	Performance Management	Statistics & Databases	Education
3	Performance Management	Quality & Development	Education
3	Performance Management	Performance Assessment Unit	Social Services
3	Performance Management	Complaints Service	Social Services
3	Performance Management	Audit	Town Clerk's & Corporate Resources
3	Regulatory Services	Building Control	Environment & Development
3	Regulatory Services	Private Sector Housing	Environment & Development
3	Regulatory Services	Public Safety	Environment & Development
3	Regulatory Services	Consumer Protection	Environment & Development
3	Regulatory Services	Food & Community Public Health	Environment & Development
3	Regulatory Services	Pollution & Energy Control	Environment & Development

Year	Theme	Business Unit/Sub Business Unit	Department
3	Regulatory Services	Coroners Office	Town Clerk's & Corporate Resources
3	Regulatory Services	Emergency Management	Town Clerk's & Corporate Resources
3	Regulatory Services	Registration	Town Clerk's & Corporate Resources
4	Democracy	Governor Services	Education
4	Democracy	Lord Mayor's Office	Town Clerk's & Corporate Resources
4	Democracy	Members' Services	Town Clerk's & Corporate Resources
4	Democracy	Electoral Services	Town Clerk's & Corporate Resources
4	Democracy	Committee Secretarial	Town Clerk's & Corporate Resources
4	Democracy	Overseas Links	Town Clerk's & Corporate Resources
4	Environmental Services	Cemeteries & Crematoria	Arts & Leisure
4	Environmental Services	City Cleansing	Commercial Services
4	Environmental Services	City Landscape	Commercial Services
4	Environmental Services	Urban Design, Development Plans, Development Control	Environment & Development
4	Environmental Services	Street Environmental Management	Environment & Development
4	Environmental Services	Energy Management	Environment & Development
4	Environmental Services	Waste Management	Environment & Development

Year	Theme	Business Unit/Sub Business Unit	Department
4	Environmental Services	Home Energy Advice	Housing
4	IT	IT	All departmental IT functions
4	IT	EDISS	Education
4	IT	IT Services	Town Clerk's & Corporate Resources
4	Libraries	Libraries & Information Services	Arts & Leisure
4	Property	Property Assets/Management	Environment & Development
4	Property	Operational Property	Town Clerk's & Corporate Resources
4	Transport used or supplied by the Council	Recreational transport	Arts & Leisure
4	Transport used or supplied by the Council	City Transport	Commercial Services
5	Catering	City Catering	Commercial Services
5	Markets	Leicester Market	Commercial Services
5	Physical and Sensory Disability	Day Service Providers In-house & Independent	Social Services
5	Physical and Sensory Disability	Residential Providers Independent	Social Services
5	Support Services	Administration	Education
5	Support Services	Support Services	Housing
5	Support Services	Corporate Support	Town Clerk's & Corporate Resources
5	Support Services	Legal Services	Town Clerk's & Corporate Resources

Year	Theme	Business Unit/Sub Business Unit	Department
5	Technical Services	Construction Services	Commercial Services
5	Technical Services	Highway Management - all technical/construction elements	Environment & Development
5	Technical Services	Housing Maintenance	Housing
5	Tenant Services	Housing Management	Housing
5	Youth & Community	Youth Services	Arts & Leisure
5	Youth & Community	Community Services (excludes Play Services)	Arts & Leisure
5	Youth & Community	Adult Youth & Community	Education