



Annual Complaints Report 2009-10

Cambridge City Council

CAMBRIDGE CITY COUNCIL'S ANNUAL COMPLAINTS REPORT 2009-2010

Every year we publish an Annual Complaints Report, which gives an overview of all the complaints the Council has received and how we have dealt with them (we do not publish names or other personal details of people who have complained). We now also include information about the Freedom of Information requests we have received.

Why we produce this report

- We want to learn from our mistakes so that we can improve our services
- We want to encourage people who have cause to complain to make comments and suggestions to help us make these improvements.
- We want to show you how we've responded to complaints and what we've done to try and put things right.
- We want to publicise and explain our complaints process.

Standards Committee

Each year, the Council's Standards Committee considers our Annual Complaints Report. The committee is made up of elected councillors and two members of the public. The committee can make recommendations to the Council on any changes that it considers may be necessary as a result of the complaints received during the previous year.

Our Complaints Procedure

When should I make a complaint?

You should complain to us if:

- You are unhappy about something we have or haven't done.
- You are not satisfied with the way a member of staff has treated you.
- You are not happy with the way a councillor has treated you.
- You want to complain for any other reason.

How do I make a complaint?

We publish a 'How to Complain Leaflet' which is available on our website at <http://www.cambridge.gov.uk/complaints> or you can ask for a paper copy from our reception points.

Details of how to make a complaint and how the Council will put things right for you are also published in our service guarantees.

You can make a complaint by letter or email, telephone or face-to-face, or you

can use our on-line complaints form.

We keep a book for complaints and suggestions at our reception points so that we can record customers' complaints and suggestions.

We aim to deal with your complaint quickly and efficiently. Our target response time is seven working days. If we need longer to respond, we will tell you why and keep you informed of progress during our investigation. We will also tell you who is dealing with your complaint.

We will apologise when we have made mistakes, try and put things right as soon as possible and make sure we do better next time.

If you are not happy with the response to your complaint you can ask for your complaint to be passed to a service manager.

There are some things we can't change because we are legally required to do them or because they concern services provided by other organisations. In these cases we will always explain why we can't change things and tell you who else you can contact if you are still unhappy.

Each of our departments has a complaints co-coordinator who keeps details of all complaints for their service areas. Managers review the complaints regularly and decide whether they need to change things to prevent any problems from happening again.

If you have any questions about how to complain, please contact our Customer Service Centre, phone 01223 457000, fax 01223 457982, Typetalk 18001 01223 45700 or e-mail enquiries@cambridge.gov.uk

The Independent Complaints Investigator

If you have not received a reply to your complaint within seven days or you are not satisfied with the way we have dealt with your complaint, you can ask for it to be referred to the Head of the relevant service. If you are still dissatisfied with the reply you can refer the complaint to the Independent Complaints Investigator who will investigate your complaint for you.

The Independent Complaints Investigator is not an employee of the Council but is paid by the Council on a contract to investigate complaints. This ensures that the role can be independent of the Council's departments.

The Independent Complaints Investigator investigates complaints to see if they are justified and acts on the complainant's behalf to try and find a way of resolving the issues raised. They aim to acknowledge each complaint within seven days and let the complainant know a date by which they can expect a full response. They will also arrange a confidential interview at a convenient time and place if it is required.

The Independent Complaints Investigator's role is not intended to be a

substitute for handling complaints effectively within departments. It is intended to complement our complaints procedures and ensure consistency throughout the Council. Cambridge City Council is one of the few councils to operate this service.

The Local Government Ombudsman

If you are still not satisfied with the way your complaint has been handled you can contact the Local Government Ombudsman's office. The Local Government Ombudsman investigates complaints of injustice arising from maladministration by local authorities and certain other bodies. The Local Government Ombudsman can be contacted on 0300 0610614 or by visiting www.lgo.org.uk.

Complaints to the City Council in 2009-10

How many complaints were received?

We received 827 complaints in 2009-10. This was a 4.8% increase over the previous year.

| | Chief Exec's | Central Services | Customer & Democratic Services ¹ | City Services | Finance | Community Services | Env & Planning | TOTAL |
|------------------|--------------|------------------|---|---------------|-----------|--------------------|----------------|------------|
| 2004-2005 | 5 | 260 | | 165 | 76 | 196 | 130 | 832 |
| 2005-2006 | 2 | 353 | | 149 | 57 | 278 | 108 | 947 |
| 2006-2007 | 3 | 410 | | 116 | 43 | 352 | 53 | 977 |
| 2007-2008 | 8 | | 17 | 94 | 40 | 483 | 105 | 747 |
| 2008-2009 | 8 | | 26 | 117 | 36 | 550 | 52 | 789 |
| 2009-2010 | 21 | | 33 | 136 | 61 | 544 | 32 | 827 |

A list showing which department is responsible for which service can be found on the back page of this report and in the Council's 'How to Complain' leaflet.

How did we receive your complaints?

In 2003 the Council's Standards Committee asked officers to start recording how complaints are received. In 2008-09, for the first time, more complaints (40%) were received via email than by letter. In 2009 -2010 this trend continued with 47% (386) of complaints received by e-mail and 34% (278) by letter.

¹ The council restructured several of its departments during 2007/08 including deleting Central Services department and creating a new Customer and Democratic Services department.

| | 2009-10 Total | % 2009-10 | % 2008-09 | % 2007/08 | % 2006/07 | % 2005/06 |
|-----------------|------------------|--------------|--------------|--------------|--------------|--------------|
| Face to Face | 37 | 4% | 5% | 2% | 7% | 8% |
| Letter | 278 | 34% | 37% | 56% | 57% | 59% |
| E-mail | 386 | 47% | 40% | 29% | 22% | 16% |
| Telephone | 94 | 11% | 14% | 10% | 11% | 15% |
| Other | 32 | 4% | 4% | 3% | 4% | 2% |
| TOTAL | 827 | | | | | |

What were the complaints about?

For City Services by far the largest number of complaints related to missed bin collections or bins being returned to the wrong place, but there were also complaints about poor street cleanliness and concerns about inadequate or unclear signage in car parks.

In Community Services cleaning of communal areas continues to be an issue for City Homes. Complaints about wanting to be housed and the lack of available housing were most frequent for Housing Strategy. For Arts and Entertainments there were complaints about restricted views at the Christmas show but complaints about the Folk Festival were well down on previous years. The main theme for complaints relating to Bereavement Services was the poor state of grounds and grave maintenance. This was a recurring theme throughout the year. Complaints about the swimming pools and open spaces were the most common in Active Communities.

In Customer and Democratic services the lack of cycle parking outside the Customer Service Centre was raised as an issue several times and there were also a few complaints about waiting times to be seen by an advisor and the attitude of staff in the Service Centre. Electoral Services received several complaints about the 2009 elections, in particular concerning the inability of some individuals to vote due to non-receipt of postal votes.

In Revenues and Benefits the majority of complaints this year have been in relation to Council Tax with a number of complaints relating to student status and student tenancies. A number of complaints were also made concerning the time taken for refunds to be paid.

In Environment and Planning the majority of complaints related to planning applications, in particular the decision-making process and the time taken to respond to enquiries.

What have we done as a result of your complaints?

Each council department reviews the complaints and compliments that it receives on at least a quarterly basis. This enables services to identify if there are any trends in the types of complaints being made or the services that complaints are being made about. As a result changes may be made to services and how they are provided. Examples of the sorts of changes arising from complaints made over the past year are shown below:

City Services

- If residents have a problem with managing their waste, for example, overfilling their bin, City Rangers will make a visit, or if eligible an extra bin will be provided.
- Four new street sweepers have been bought to help address issues of poor street cleanliness in some parts of the City.

Community Services

- Following complaints from young people about the cancellation of sessions at Brown's Field, the staff will now try to let regular users know in advance of any cancellations.
- As a result of complaints about the cleaning of communal areas tenants were sent a survey about communal cleaning asking whether they would be prepared to fund, through a small charge, an estate champion to monitor cleaning.
- Over the summer months there were a number of complaints about the condition of the memorial roses at the Crematorium. Complainants were offered a new place for their memorial or to have their rose replanted in the autumn.

Finance

- As a result of a number of appeals from students and in discussion with Cambridge University, we have reviewed the status of PhD students for Council Tax purposes and have agreed to award student status for a 4th year and for a further year in exceptional circumstances.
- We have reviewed our departmental procedures for processing notifications of a change of address and repayment of any resulting overpayments following a complaint about the length of time that it takes to close an account.

Environment and Planning

- We have introduced a system which makes planning documents and plans available on-line via the Council's website. This system also now supports self-monitoring of applications by allowing customers to create a personalized account that sends automatic notifications of new applications within their area and changes in status to applications. We hope that this will reduce complaints from applicants about the delay in or lack of communication about progress on planning applications.

Customer and Democratic Services

- In response to complaints about the lack of somewhere to park a bicycle outside of the Customer Service Centre, cycle racks are being purchased and will be fitted in the summer.
- After a couple of complaints about the directional signs in the Customer Service Centre new signs were purchased.

How many complaints did we respond to on time?

In January 2007 we reduced our target time to answer 100% of complaints from ten working days to seven working days. This is a challenging target, particularly where complaints are complex and need input from several departments or external agencies, and the figures for 2009-2010 show a slight fall in performance against the previous year. During this year, however, a number of our main frontline services in Community Services and Environment and Planning were moving their customer services staff into the new Customer Services Centre, which may have resulted in extra time being needed to process some complaints over the transition period. Where we are unable to respond fully within seven days we acknowledge receipt of the complaint and tell the complainant when they can expect a full response.

| | Chief Executive | Customer & Democratic Services | City Services | Finance | Community Services | Env & Planning | TOTAL |
|------------------|-----------------|--------------------------------|---------------|------------|--------------------|----------------|------------|
| 2007-2008 | 50% | 76% | 77% | 73% | 83% | 81% | 81% |
| 2008-2009 | 100% | 96% | 97% | 92% | 95% | 73% | 93% |
| 2009-2010 | 62% | 91% | 90% | 90% | 92% | 63% | 90% |

Freedom of Information Requests

Since January 2005 the Council has been obliged, under the Freedom of Information (FOI) Act, to provide information to anyone who requests it, unless an exemption applies. Requests must be in writing, but this includes emails or fax, and if you want to make an FOI request you must give a name and address for correspondence. The council has twenty working days to reply. There may be a fee for copying, printing and postage of information. For more information about making a Freedom of Information request please go to: <http://www.cambridge.gov.uk/foi>

The number and complexity of FOI requests the Council receives continues to rise, as can be seen in the table below:

| Department | 2009-10 | 2008-09 | 2007-08 | 2006-07 | 2005-06 |
|-------------------------------------|----------------|----------------|----------------|----------------|----------------|
| Chief Executive | 26 | 23 | 10 | 6 | 4 |
| City Services | 30 | 24 | 26 | 24 | 5 |
| Community Services | 47 | 64 | 8 | 11 | 11 |
| Customer and Democratic Services | 50 | 50 | 34 | | |
| Central Services | | | | 35 | 18 |
| Environment and Planning | 79 | 81 | 51 | 49 | 34 |
| Finance | 85 | 63 | 4 | 0 | 6 |
| More than one department | 24 | 16 | nr* | nr | nr |
| Other agencies/No response possible | 40 | 10 | nr | nr | nr |
| TOTAL | 381 | 331 | 133 | 125 | 78 |

*not recorded

We responded to 87% of the requests within the government's 20 day target, and the average time taken to process a request was 11.3 days.

There are a number of reasons why a request may take longer than 20 working days to respond to. Firstly, a request may need to be clarified because it is unclear what information is being asked for. Secondly a request may need to be revised. If the request is too broad or complex and it will take the Council more than 2.5 working days to compile the information, this exceeds what is reasonable under the legislation so we will work with the requester to help them revise their request down to a reasonable limit. Finally the response time may be extended to allow time to consider the public interest test.

As in previous years, requests received by the Council reflect national and local media interests, with a number of requests for senior staff remuneration, use of Regulation of Investigatory Powers Act legislation, electoral arrangements and housing benefit payments. Details of the requests received by the Council are made available online at <http://www.cambridge.gov.uk/foi>. From May 2010 details of the requests received and the responses to the requests have been published in a disclosure log.

In the spring of 2010 we updated our Publication Scheme. This explains what information about the organisation is freely available without making a Freedom of Information request. The publication scheme is available online at <http://www.cambridge.gov.uk/foi> or at the Council reception points.

We receive compliments too!

Because this report is about complaints it tends to concentrate on times when things go wrong, but we do also get many positive comments about our staff and the services we provide. Knowing where things are working well and are appreciated is as important as knowing where things are not working, so we keep a record of the compliments we receive as well as the complaints.

How many compliments were received?

| | Chief Exec's | Central Services | Customer & Democratic Services | City Services | Finance | Community Services | Env & Planning | TOTAL |
|------------------|--------------|------------------|--------------------------------|---------------|---------------------|--------------------|----------------|------------|
| 2004-2005 | 2 | 98 | | 78 | 28 | 113 | 109 | 428 |
| 2005-2006 | 0 | 51 | | 55 | 102 | 150 | 121 | 479 |
| 2006-2007 | 2 | 51 | | 63 | 131 | 137 | 108 | 492 |
| 2007-2008 | 1 | | 12 | 56 | 28 | 141 | 93 | 331 |
| 2008-2009 | 0 | | 82 | 40 | Not recorded | 239 | 46 | 407 |
| 2009-2010 | 2 | | 74 | 71 | Not recorded | 234 | 50 | 431 |

The number of compliments is continuing to rise with City Services in particular recording an increase.

Here are examples of some compliments we have received:

City Services

- Waste and Fleet “ *I am sure much of your post is of a complaining nature so I wanted to write to say what an improvement the blue bin is over the boxes. I no longer have to pre-sort my recycling so have more space in the kitchen and the blue bin holds more and is more secure than the boxes. So thank you very much!* ”
- Building Services “ *On behalf of all the tenants, they have asked me to forward this compliment to both operatives for their politeness, workmanship, patience and understanding when they refurbished the kitchen.*”
- Streetscene “ *I walk in Cherry Hinton Hall Park twice a day and would just like to say that the regular man who picks up litter in the park does such an excellent job. During the wet and cold weather he has not driven, he has walked round to save churning up the grass, picking up the litter by hand... He really is very hard working*”

Community Services

- Arts and Entertainments “ *We really had a brilliant time. I love Cambridge Folk Festival and wish it could go on for ever!*”
- Active Communities “ *The Fun Fair on Parkers Piece was excellent value run by friendly people, one of the best afternoons had in Cambridge all summer.*”

- Corn Exchange *“ I cannot thank you both enough for your understanding of my situation and the way in which you turned what could have been a most uncomfortable experience into an evening of superb music and comfort.”*
- Community Development *“Children made “The Dec (Youth bus) is cool” badges without prompting!*

Finance

- Benefits *“ Thank you to the staff member for help in claiming single person discount on her council tax. Her claim was backdated for four years and she is so grateful.”*

Environment and Planning

- Environmental Services *“The Dog Warden came out to rescue and deal with a stray dog we had found, with such kindness and efficiency. This service is so needed during the recession when feckless or thoughtless owners abandon their animals in the streets knowing that someone else will have to deal with the problem.”*
- Housing Standards *“ We would like to thank you again for helping us in convincing our landlord to replace our molded single glaze windows with new double glaze windows and additional ventilation. Thanks to your efforts our living conditions have significantly improved”*

Customer and Democratic Services

- Customer Service Centre *“A staff member made me feel much better about the whole situation. (The) Staff are a testament to how to deal with customers with special requirements and a credit to Cambridge City Council.”*
- Customer Service Centre *“ I telephoned for a copy of the Parks and Open Spaces Strategy. A man phoned me back within 10 minutes (excellent) to say there was a copy in reception (even better). Had to queue a bit, but the staff were excellent.”*

Role of the Independent Complaints Investigator

Your right to have a complaint reviewed by an independent person is an essential part of our complaints procedure.

If you are not satisfied with the way any of our departments deal with your complaint, you can ask the Independent Complaints Investigator (ICI) to review your concerns. Because the ICI operates independently of our departments, they can give an objective overview of a department’s handling of your complaint.

Sometimes a department will refer a complaint to the ICI. This happens when they feel that an impartial review will help them to resolve a problem.

The ICI will not always carry out a formal investigation of a complaint. Sometimes they will find a solution by talking to the complainant and the departments.

The ICI reviews each complaint to find out whether we did anything wrong, such as:

- We took a long time to do something
- We did not follow our own rules or the law
- We broke a promise to do something
- We treated someone unfairly
- We gave someone wrong or misleading information; or
- We did not make a decision in the correct way.

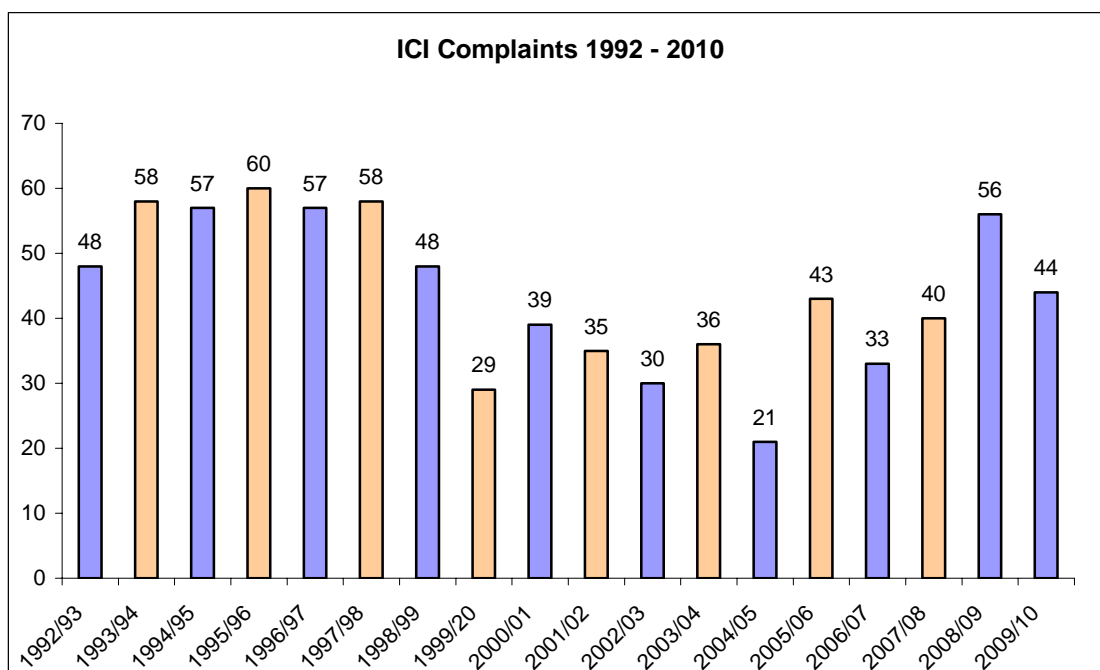
Sometimes, the ICI will look at a complaint about several issues. They might find that they agree with some parts of the complaint but not others. In these circumstances they will report that they have partly agreed with the complaint.

How many complaints were dealt with by the Independent Complaints Investigator in 2009-10?

The graph shows the number of complaints received by the ICI each year from 1992-93 to 2009-10.

During 2009-10 44 complaints were received by the ICI, fewer than in the previous year and returning more to the levels of the previous 10 years.

Complaints to the ICI are recorded against the department that has taken the lead in dealing with the complaint, but they often involve more than one department or service.



Outcome of Investigations in 2009-10

| | CEX | Customer & Democratic Services | City Services | Finance | Community Services | Env & Planning | Total |
|-----------------------------------|-----|--------------------------------|---------------|---------|--------------------|----------------|-------|
| Complaints received by ICI | | 1 | 2 | 1 | 29 | 11 | 44 |
| Agreed with complainant | | | | | 3 | | 3 |
| Not agreed | | | 1 | | 12 | 7 | 20 |
| Partly agreed | | | | | 4 | | 4 |
| No jurisdiction | | | | | | 1 | 1 |
| Premature | | | 1 | 1 | 6 | 2 | 10 |
| Solution offered | | 1 | | | 2 | 1 | 4 |
| Awaiting decision | | | | | 2 | | 2 |

The majority of complaints in Community Services concerned the failure to provide services or to provide them in a timely way or to the required quality. Several of the complaints were about the cleaning of communal areas, and failure to deal with neighbour noise nuisance was the subject of a couple of complaints. However, apart from these two areas there were no obvious themes or groupings of complaints.

This year there were no complaints concerning housing allocation, which may be attributable to the success of HomeLink.

In Environment and Planning, this year, as in previous years, concerns about the handling of planning applications or application of the planning process predominated. Other than this there were no obvious themes or recurring areas of concern in the complaints investigated.

The complaints relating to City Services both concerned parking.

Response times

The average response time for ICI complaints for 2009-10 was 5.3 weeks compared to the target of six weeks. Most complaints are investigated and closed within 3 or 4 weeks as it is in everyone's best interests to resolve these complaints that have usually already been through the Council's internal complaints process, as quickly as possible. However, this year we had 10 complaints that took ten weeks or more to close and one that took 27 weeks. In all these cases the need for site visits or repeated meetings with complainants and the involvement of a number of different officers from different service areas, meant that it took longer than usual to complete the investigation.

If you would like more details about the Independent Complaints Investigation Service please see our web page www.cambridge.gov.uk/complaints, call 01223 457000 or pick up a leaflet at the Customer Services Centre at Mandela House.

The Local Government Ombudsman

If you are still not satisfied with the way your complaint has been handled you can contact the Local Government Ombudsman's office. The Local Government Ombudsman investigates complaints and determines if there has been any injustice arising from maladministration. The Local Government Ombudsman issues a letter to all councils by the end of June each year stating how many complaints they have received and the decisions they have made about them.

How many complaints were dealt with by the Local Government Ombudsman in 2009-10?

| | Adult care services | Benefits | Housing | Other | Planning and Building Control | Public Finance | Transport and Highways | Total |
|----------------|---------------------|----------|-----------|----------|-------------------------------|----------------|------------------------|-----------|
| 2004-05 | 1 | 1 | 9 | 6 | 3 | 6 | 1 | 27 |
| 2005-06 | 0 | 2 | 4 | 5 | 4 | 3 | 0 | 18 |
| 2006-07 | 0 | 1 | 9 | 5 | 8 | 0 | 2 | 25 |
| 2007-08 | 0 | 2 | 5 | 2 | 6 | 0 | 3 | 18 |
| 2008-09 | 0 | 2 | 6 | 2 | 4 | 2 | 2 | 18 |
| 2009-10 | 0 | 0 | 15 | 4 | 10 | 2 | 1 | 32 |

Since April 2008 the LGO Advice Team has been the single point of contact for all enquiries and new complaints. The advisors provide comprehensive information and advice to callers at the first point of contact with a full explanation of the process and possible outcomes. This enables callers to make a more informed decision about whether putting their complaint to the LGO Investigative Team is the right course of action.

Complaints Decisions

| | 2009-10 | 2008-09 | 2007-08 | 2006-07 | 2005-06 | 2004-05 |
|--|---------|---------|---------|---------|---------|---------|
| Maladministration causing injustice | 0 | 0 | 1 | 0 | 0 | 2 |
| Local Settlements | 3 | 6 | 4 | 2 | 1 | 5 |
| Maladministration but no injustice | 0 | 0 | 0 | 0 | 0 | 0 |
| No maladministration or insufficient evidence | 8 | 4 | 8 | 10 | 6 | 4 |
| Discontinued investigation | 6 | 0 | 4 | 3 | 3 | 5 |
| No jurisdiction | 3 | 2 | 2 | 1 | 1 | 2 |
| Premature | 6 | 6 | 1 | 6 | 7 | 11 |
| Total excluding premature | 20 | 12 | 19 | 16 | 11 | 18 |
| Total | 26 | 18 | 20 | 22 | 18 | 29 |

Although in 2009-10 the Local Government Ombudsman received 32 enquiries and complaints, only 26 decisions were made. In 6 cases the LGO considered that a complaint had been sent prematurely, in 4 cases the LGO Advice Team gave informal advice, and in 3 cases the complaint was considered to be outside of the LGO's jurisdiction. The LGO does not normally consider a complaint unless a council has first had an opportunity to deal with the complaint itself. In this case the complaint would be sent back to the council to see if the matter could be resolved.

In 2009 -10 the average number of days taken to respond to the LGO's first enquiry was 24.5 days which is now well inside of the Ombudsman's Office's target response time of 28 days and is a considerable improvement on our average response time of 34 days in 2007-08.

Complaints under the Councillors' Code of Conduct

Councillors must adhere to a specific Code of Conduct whenever they are conducting Council business, representing the Council or conducting the business of the office to which they were elected. The purpose of the Code of Conduct is to ensure high standards of ethics and conduct are maintained and that Councillors treat everybody in an equal capacity and with respect, ensuring at all times that the integrity of the Council is not compromised in any way.

Before 8 May 2008, complaints about breaches of the Code of Conduct were made to the Standards Board for England, an independent national body.

From the 8 May 2008, the system for considering complaints about councillors changed. From that date complaints about councillors are usually considered locally by the Council's own Standards Committee rather than by the Standards Board for England. The Council's Standards Committee is made up of six councillors and three independent members of the public.

During 2009-10, the Council received four complaints that councillors had breached the Code of Conduct.

Two of the complaints alleged that councillors had a personal and prejudicial interest in a planning application, as they were acquainted with an objector. The councillors had declared a personal interest but not a prejudicial interest. The Investigating Officer concluded that their acquaintance with the objector was slight and that their interest was not prejudicial. She concluded that there had been no breach of the Code of Conduct. This finding was accepted by a sub-committee of the Standards Committee with the result that the complaint was not upheld.

One complaint alleged that a councillor had failed to treat the persons concerned with respect and had used their position as a Councillor for personal ends. The complaint was considered by an Assessment Sub-Committee of the Standards Committee. The Sub-Committee decided that it did not have enough information to decide whether the complaint should be investigated. The complainant was therefore invited to submit further information about the complaint. The complaint will be reconsidered if further information is supplied.

The final complaint alleged bullying and intimidation and failure to treat others with respect. The complaint related to the manner in which a committee meeting was conducted. The Investigating Officer concluded that the councillor had not breached of the Code of Conduct, and a Standards Sub-Committee accepted this finding.

To find out more about the Council's Code of Conduct and how to make a complaint about a councilor go to <http://www.cambridge.gov.uk/ccm/content/contact-us/how-to-complain-about-a-councillor.en> or contact the Council's Monitoring Officer.

The Council's Whistleblowing Policy

The Council sets equally high standards of conduct for its own employees. The Council will not tolerate malpractice or wrongdoing in the provision of its services. All officers have a responsibility to report any serious concerns about bad practice or behaviour, in any aspect of the Council's work. This is encouraged through the 'Whistleblowing' policy that aims to provide a sensitive and confidential route for officers to step forward and voice their concerns without fear of reprisal.

An overview of the actions and results from 'Whistleblowing' is presented to the Council's Standards Committee in an Annual Report on our Prevention of Fraud and Corruption policy.

Departments and Services 2009-10

Chief Executive's Department

- Human Resources

Finance Department

- Business Rates
- Financial Services
- Fraud Prevention
- Housing Benefit
- ICT Client and Information Management
- Procurement
- Property and Estates Management
- Property Inspectors Support Services

Environment & Planning Department

- Customer & Support Services
- Development Services
- Environmental Services
- Tourism and City Centre Management
- Policy & Projects
- Joint urban design

City Services Department

- Building Services
- Business Support (IT, Finance & supplies)
- Parking Services (car parks, parking enforcement and CCTV)
- Streetscene (street cleaning, facilities management, public toilet cleaning)
- Waste & Fleet Management

Customer and Democratic Services

- Customer Service Centre
- Communications and Marketing
- Democratic Services
- Legal Services
- Strategy & Partnerships
- Website Development

Community Services

- Active Communities
- Arts and Entertainment
- Cemeteries & Crematorium
- City Homes North

- City Homes South
- Community Development
- Corn Exchange
- Housing Services
- Independent Living Services
- Technical Services
- Temporary Housing