

## EXECUTIVE FORWARD PLAN - SUMMARY OF KEY DECISIONS

(JANUARY– APRIL 2008)

\* Denotes New Item

Page N <sup>o</sup>	Anticipated Date of Decision	Matter for Decision	Decision Reference	Decision Taker	Relevant Cabinet Member
1	January 2008	To consider and agree the Council's Gender Equality Scheme. A new statutory plan required under the Equality Act 2006.	26/2006	Executive	Cllr. Mrs. Henderson
2	January 2008	As part of the Building Schools for the Future project a decision will be required on the proposals for transforming secondary education in Blackpool.	08/2007	Executive	Cllr. Clapham
3	January 2008	To Review and identify those plans and strategies which will in the future require Council approval.	10/2007	Executive	Cllr. Callow
4	January 2008	To approve the Town Centre and Promenade Design Guide. This will provide design guidance for developments, individual buildings and public realm projects within the Town Centre, along the Promenade (from North Pier to Squires Gate) and within the resort neighbourhoods.	11/2007	Executive	Cllr. Mrs. Callow
5	January 2008	To approve the Planning Obligations Supplementary Planning Document. This will set out the requirements of developments to contribute to facilities and infrastructure development within the Borough. It will cover affordable housing, schools, community facilities, transport, environmental improvements etc.	12/2007	Executive	Cllr. Mrs. Callow
6	January 2008	To consider and recommend approval of the Council's Capital Programme for the financial year 1 April 2008 to 31 March 2009.	15/2007	Executive	Cllr. Callow

Page N <sup>o</sup>	Anticipated Date of Decision	Matter for Decision	Decision Reference	Decision Taker	Relevant Cabinet Member
7	January 2008	To consider the level of rents and service charges to be made in connection with Housing Revenue Account dwellings during 2008/09.	<a href="#">16/2007</a>	Executive	Cllr. Mrs. Henderson
8	January 2008	To consider and approve adoption of the Council's Treasury Management and Investment Strategies for the financial year 1 April 2008 to 31 March 2009.	<a href="#">17/2007</a>	Executive	Cllr. Callow
9	January 2008	To consider and approve the allocation of grants to voluntary sector organisations for the financial year 1 April 2008 to 31 March 2009.	<a href="#">18/2007</a>	Executive	Cllr. Callow
10	January 2008	To consider and recommend approval of the Council's Revenue Budget for the financial year 1 April 2008 to 31 March 2009.	<a href="#">19/2007</a>	Executive	Cllr. Callow
11	February 2008	To consider and recommend approval of the level of Council Tax for the financial year 1 April 2008 to 31 March 2009.	<a href="#">20/2007</a>	Executive to Council	Cllr. Callow
12	January 2008	To consider the fees and charges for Social Care for the financial year 2008/09.	<a href="#">21/2007</a>	Executive	Cllr. Mrs. Henderson
13	January 2008	Approval of the outcome of the shortlisting of contractors for the Private Finance Initiative on Streetlighting.	<a href="#">22/2007</a>	Executive	Cllr. Fowler
14	January 2008	To approve the Planning Obligations Supplementary Planning Document. This will set out the requirements of developments to contribute to facilities and infrastructure development within the Borough. It will cover affordable housing, schools, community facilities, transport, environmental improvements etc.	<a href="#">23/2007</a>	Executive	Cllr. Mrs. Callow

<b>Page N°</b>	<b>Anticipated Date of Decision</b>	<b>Matter for Decision</b>	<b>Decision Reference</b>	<b>Decision Taker</b>	<b>Relevant Cabinet Member</b>
15	January 2008	To approve Issues and Options for the Foxhall Development Plan Document. This document will set out the main issues for the future development and regeneration of Foxhall and different options for the future of the area.	<a href="#">24/2007</a>	Executive	Cllr. Mrs. Callow
16*	March 2008*	To consider the annual audit letter for 2006/07 issued by the Audit Commission.	<a href="#">25/2007</a>	Executive	Cllr. Callow
17*	February 2008*	Approval of the Blackpool Strategy for Older people "Celebrating Age: Experience and Aspiration".	<a href="#">26/2007</a>	Executive	Cllr. Mrs. Henderson

## **EXECUTIVE FORWARD PLAN - KEY DECISION:**

<b>Matter for Decision</b> Ref N° 26/2006	To consider and agree the Council's Gender Equality Scheme. A new statutory plan required under the Equality Act 2006.
<b>Decision making Individual or Body</b>	Executive
<b>Relevant Cabinet Member</b>	Councillor Mrs. L. Henderson, Cabinet Member for Adult Social Care, Housing and Health
<b>Date on which or period within which decision is to be made</b>	January 2008
<b>Who is to be consulted and how</b>	A consultation process will take place involving production of a consultation leaflet / questionnaire. Staff, Trade Unions, relevant voluntary and community group and other key stakeholders will all be asked to contribute to this.
<b>How representations are to be made and by what date</b>	Representations can be sent to the Equalities Team, to be received by 16 March 2007.
<b>Documents to be submitted to the decision maker for consideration</b>	A copy of an Executive report, together with the Gender Equality Scheme and any related appendices, will be tabled.
<b>Name and address of responsible officer</b>	David Sanders, Strategic Director of Community e-mail: <a href="mailto:strategic.dir.community@blackpool.gov.uk">strategic.dir.community@blackpool.gov.uk</a> Tel: (01253) 477100

## **EXECUTIVE FORWARD PLAN - KEY DECISION:**

<b>Matter for Decision</b> <b>Ref N° 08/2007</b>	As part of the Building Schools for the Future project a decision will be required on the proposals for transforming secondary education in Blackpool.
<b>Decision making Individual or Body</b>	Executive
<b>Relevant Cabinet Member</b>	Councillor D. Clapham, Cabinet Member for Children's Services
<b>Date on which or period within which decision is to be made</b>	January 2008
<b>Who is to be consulted and how</b>	Informal consultations currently taking place to inform proposals to Executive which will initially be requested to decide on formal proposals for consultation amongst members, schools, pupils and parents.
<b>How representations are to be made and by what date</b>	Responses from current informal feedback will inform the required decision. Representations on this were received by 17 <sup>th</sup> July 2007. The requested decision would authorise formal consultations to an agreed timetable.
<b>Documents to be submitted to the decision maker for consideration</b>	A paper will be tabled outlining the issues for consultation and future development of the Building Schools for the Future (BSF) programme.
<b>Name and address of responsible officer</b>	Robert Brophy, Assistant Director, Transforming Schools e-mail: robert.brophy@blackpool.gov.uk Tel: (01253) 476550

## **EXECUTIVE FORWARD PLAN - KEY DECISION:**

<b>Matter for Decision</b> Ref N° 10/2007	To review and identify those plans and strategies which will in the future require Council approval.
<b>Decision making Individual or Body</b>	Executive
<b>Relevant Cabinet Member</b>	Councillor P. Callow, Leader of the Council
<b>Date on which or period within which decision is to be made</b>	January 2008
<b>Who is to be consulted and how</b>	Chief Executive's Liaison Group and Cabinet.
<b>How representations are to be made and by what date</b>	To Jackie Potter, Executive Director of Tourism and Regeneration by 18 <sup>th</sup> July 2007.
<b>Documents to be submitted to the decision maker for consideration</b>	Report setting out possible revisions to the Council's Policy Framework.
<b>Name and address of responsible officer</b>	Jackie Potter, Executive Director, Tourism and Regeneration e-mail: jackie.potter@blackpool.gov.uk Tel: (01253) 477006

## **EXECUTIVE FORWARD PLAN - KEY DECISION:**

<b>Matter for Decision</b> <b>Ref N° 11/2007</b>	To approve the Town Centre and Promenade Design Guide. This will provide design guidance for developments, individual buildings and public realm projects within the Town Centre, along the Promenade (from North Pier to Squires Gate) and within the resort neighbourhoods.
<b>Decision making Individual or Body</b>	Executive
<b>Relevant Cabinet Member</b>	Councillor Mrs. M. Callow, Cabinet Member for Tourism and Regeneration
<b>Date on which or period within which decision is to be made</b>	January 2008
<b>Who is to be consulted and how</b>	Wide range of stakeholders as set out within the Guidance and within the Blackpool Statement of Community Involvement.
<b>How representations are to be made and by what date</b>	The draft guidance will be advertised and publicised for a period of six weeks. Representations may be in writing or electronic
<b>Documents to be submitted to the decision maker for consideration</b>	Blackpool Town Centre and Promenade Design Guide.
<b>Name and address of responsible officer</b>	Tim Brown, Chief Planning Officer Email: <a href="mailto:tim.brown@blackpool.gov.uk">tim.brown@blackpool.gov.uk</a> Tel: 01253 476200

## **EXECUTIVE FORWARD PLAN - KEY DECISION:**

<b>Matter for Decision</b> <b>Ref N° 12/2007</b>	To approve the Planning Obligations Supplementary Planning Document. This will set out the requirements of developments to contribute to facilities and infrastructure development within the Borough. It will cover affordable housing, schools, community facilities, transport, environmental improvements.
<b>Decision making Individual or Body</b>	Executive
<b>Relevant Cabinet Member</b>	Councillor Mrs. M. Callow, Cabinet Member for Tourism and Regeneration
<b>Date on which or period within which decision is to be made</b>	January 2008
<b>Who is to be consulted and how</b>	Wide range of stakeholders as set out within the Guidance and within the Blackpool Statement of Community Involvement.
<b>How representations are to be made and by what date</b>	The draft Supplementary Planning Document will be advertised and publicised for a period of six weeks. Representations may be in writing or electronic.
<b>Documents to be submitted to the decision maker for consideration</b>	Planning Obligations Supplementary Planning Document.
<b>Name and address of responsible officer</b>	Tim Brown, Chief Planning Officer Email: <a href="mailto:tim.brown@blackpool.gov.uk">tim.brown@blackpool.gov.uk</a> Tel: 01253 476200

## **EXECUTIVE FORWARD PLAN - KEY DECISION:**

<b>Matter for Decision</b> Ref N° 15/2007	To consider and recommend approval of the Council's Capital Programme for the financial year 1 April 2008 to 31 March 2009.
<b>Decision making Individual or Body</b>	Executive
<b>Relevant Portfolio Holder</b>	Councillor P. Callow, Leader of the Council
<b>Date on which or period within which decision is to be made</b>	January 2008
<b>Who is to be consulted and how</b>	Strategic Asset Management Group Asset Management Steering Group Service Level Asset Management Groups
<b>How representations are to be made and by what date</b>	In writing to the responsible officer, at the address shown below, by 1 January 2008.
<b>Documents to be submitted to the decision maker for consideration</b>	Report of the Assistant Director Performance and Finance.
<b>Name and address of responsible officer</b>	Steve Thompson, Chief Financial Officer, Business Services Department, Blackpool Council, PO Box 4, Town Hall, Blackpool, FY1 1NA  e-mail:steve.thompson@blackpool.gov.uk Tel: (01253) 478505

## **EXECUTIVE FORWARD PLAN - KEY DECISION:**

<b>Matter for Decision</b> Ref N° 16/2007	To consider the level of rents and service charges to be made in connection with Housing Revenue Account dwellings during 2008/09.
<b>Decision making Individual or Body</b>	Executive
<b>Relevant Portfolio Holder</b>	Councillor Mrs. L. Henderson, Cabinet Member for Adult Social Care, Housing and Health
<b>Date on which or period within which decision is to be made</b>	January 2008
<b>Who is to be consulted and how</b>	N/A
<b>How representations are to be made and by what date</b>	In writing to the responsible officer, at the address shown below, by 1 January 2008.
<b>Documents to be submitted to the decision maker for consideration</b>	Joint Report of the Assistant Director Performance and Finance and Executive Director of Adult Social Care and Housing
<b>Name and address of responsible officer</b>	Steve Thompson, Chief Financial Officer, Business Services Department, Blackpool Council, PO Box 4, Town Hall, Blackpool, FY1 1NA  e-mail:steve.thompson@blackpool.gov.uk Tel: (01253) 478505

## **EXECUTIVE FORWARD PLAN - KEY DECISION:**

<b>Matter for Decision</b> <b>Ref N° 17/2007</b>	To consider and approve adoption of the Council's Treasury Management and Investment Strategies for the financial year 1 April 2008 to 31 March 2009.
<b>Decision making Individual or Body</b>	Executive
<b>Relevant Portfolio Holder</b>	Councillor P. Callow, Leader of the Council
<b>Date on which or period within which decision is to be made</b>	January 2008
<b>Who is to be consulted and how</b>	N/A
<b>How representations are to be made and by what date</b>	In writing to the responsible officer, at the address shown below, by 1 January 2008.
<b>Documents to be submitted to the decision maker for consideration</b>	Report of the Chief Financial Officer.
<b>Name and address of responsible officer</b>	Steve Thompson, Chief Financial Officer, Business Services Department, Blackpool Council, PO Box 4, Town Hall, Blackpool, FY1 1NA  e-mail:steve.thompson@blackpool.gov.uk Tel: (01253) 478505

## **EXECUTIVE FORWARD PLAN - KEY DECISION:**

<b>Matter for Decision</b> Ref N° 18/2007	To consider and approve the allocation of grants to voluntary sector organisations for the financial year 1 April 2008 to 31 March 2009.
<b>Decision making Individual or Body</b>	Executive
<b>Relevant Portfolio Holder</b>	Councillor P. Callow, Leader of the Council
<b>Date on which or period within which decision is to be made</b>	January 2008
<b>Who is to be consulted and how</b>	N/A
<b>How representations are to be made and by what date</b>	In writing to the responsible officer, at the address shown below, by 1 January 2008.
<b>Documents to be submitted to the decision maker for consideration</b>	Report of the Chief Financial Officer.
<b>Name and address of responsible officer</b>	Steve Thompson, Chief Financial Officer, Business Services Department, Blackpool Council, PO Box 4, Town Hall, Blackpool, FY1 1NA  e-mail:steve.thompson@blackpool.gov.uk Tel: (01253) 478505

## **EXECUTIVE FORWARD PLAN - KEY DECISION:**

<b>Matter for Decision</b> Ref N° 19/2007	To consider and recommend approval of the Council's Revenue Budget for the financial year 1 April 2008 to 31 March 2009.
<b>Decision making Individual or Body</b>	Executive
<b>Relevant Portfolio Holder</b>	Councillor P. Callow, Leader of the Council
<b>Date on which or period within which decision is to be made</b>	January 2008
<b>Who is to be consulted and how</b>	Local Strategic Partnership, public, Trade Unions, Business Rate Payers, Joint meeting of the Service Development Committee.
<b>How representations are to be made and by what date</b>	In writing to the responsible officer, at the address shown below, by 1 January 2008.
<b>Documents to be submitted to the decision maker for consideration</b>	Report of the Assistant Director Performance and Finance.
<b>Name and address of responsible officer</b>	Steve Thompson, Chief Financial Officer, Business Services Department, Blackpool Council, PO Box 4, Town Hall, Blackpool, FY1 1NA  e-mail:steve.thompson@blackpool.gov.uk Tel: (01253) 478505

## **EXECUTIVE FORWARD PLAN - KEY DECISION:**

<b>Matter for Decision</b> Ref N° 20/2007	To consider and recommend approval of the level of Council Tax for the financial year 1 April 2008 to 31 March 2009.
<b>Decision making Individual or Body</b>	Executive to Council
<b>Relevant Portfolio Holder</b>	Councillor P. Callow, Leader of the Council
<b>Date on which or period within which decision is to be made</b>	February 2008
<b>Who is to be consulted and how</b>	Local Strategic Partnership, Public / Area Forums, Trade Unions, Business Rate Payers, Joint meeting of the Service Development Committee.
<b>How representations are to be made and by what date</b>	In writing to the responsible officer, at the address shown below, by 1 February 2008.
<b>Documents to be submitted to the decision maker for consideration</b>	Report of the Assistant Director Performance and Finance.
<b>Name and address of responsible officer</b>	Steve Thompson, Chief Financial Officer, Business Services Department, Blackpool Council, PO Box 4, Town Hall, Blackpool, FY1 1NA  e-mail:steve.thompson@blackpool.gov.uk Tel: (01253) 478505

## **EXECUTIVE FORWARD PLAN - KEY DECISION:**

<b>Matter for Decision</b> Ref N° 21/2007	To consider the fees and charges for Social Care for the financial year 2008/09.
<b>Decision making Individual or Body</b>	Executive
<b>Relevant Portfolio Holder</b>	Councillor Mrs. L. Henderson, Cabinet Member for Adult Social Care, Housing and Health
<b>Date on which or period within which decision is to be made</b>	January 2008
<b>Who is to be consulted and how</b>	None required.
<b>How representations are to be made and by what date</b>	Representation should be made in writing to Jean Hedley, Assistant Director, Central and Support Services, The Stadium, Seaside's Way, Blackpool, FY1 6JY by 31 <sup>st</sup> December 2007.
<b>Documents to be submitted to the decision maker for consideration</b>	Report.
<b>Name and address of responsible officer</b>	Jean Hedley, Assistant Director, Central and Support Services. e-mail: jean.hedley@blackpool.gov.uk Tel: (01253) 477195

## **EXECUTIVE FORWARD PLAN - KEY DECISION:**

<b>Matter for Decision</b> Ref N° 22/2007	Approval of the outcome of the shortlisting of contractors for the Private Finance Initiative on Streetlighting.
<b>Decision making Individual or Body</b>	Executive
<b>Relevant Portfolio Holder</b>	Councillor I. Fowler, Cabinet Member for Business Services
<b>Date on which or period within which decision is to be made</b>	January 2008
<b>Who is to be consulted and how</b>	Not applicable.
<b>How representations are to be made and by what date</b>	Representations in writing by the 30 <sup>th</sup> November to Trevor Rayner, Business Services Manager, Municipal Buildings 01253 478531.
<b>Documents to be submitted to the decision maker for consideration</b>	Report, to be submitted. Considerations of the shortlisting panel.
<b>Name and address of responsible officer</b>	Executive Director of Business Services e-mail: dir.business.services@blackpool.gov.uk Tel: (01253) 478500

## **EXECUTIVE FORWARD PLAN - KEY DECISION:**

<b>Matter for Decision</b> <b>Ref N° 23/2007</b>	To approve the Planning Obligations Supplementary Planning Document. This will set out the requirements of developments to contribute to facilities and infrastructure development within the Borough. It will cover affordable housing, schools, community facilities, transport, environmental improvements etc.
<b>Decision making Individual or Body</b>	Executive
<b>Relevant Portfolio Holder</b>	Councillor Mrs. M. Callow, Cabinet Member for Tourism and Regeneration
<b>Date on which or period within which decision is to be made</b>	January 2008
<b>Who is to be consulted and how</b>	Wide range of stakeholders as set out within the Guidance and within the Blackpool Statement of Community Involvement.
<b>How representations are to be made and by what date</b>	The draft Supplementary Planning Document will be advertised and publicised for a period of six weeks. Representations may be in writing or electronic.
<b>Documents to be submitted to the decision maker for consideration</b>	Planning Obligations Supplementary Planning Document.
<b>Name and address of responsible officer</b>	Doug Cooper e-mail: <a href="mailto:doug.cooper@blackpool.gov.uk">doug.cooper@blackpool.gov.uk</a> Tel: (01253) 476240

## **EXECUTIVE FORWARD PLAN - KEY DECISION:**

<b>Matter for Decision</b>  <b>Ref N° 24/2007</b>	To approve Issues and Options for the Foxhall Development Plan Document. This document will set out the main issues for the future development and regeneration of Foxhall and different options for the future of the area.
<b>Decision making Individual or Body</b>	Executive
<b>Relevant Portfolio Holder</b>	Councillor Mrs. M. Callow, Cabinet Member for Tourism and Regeneration
<b>Date on which or period within which decision is to be made</b>	January 2008
<b>Who is to be consulted and how</b>	Wide range of stakeholders as set out within the Blackpool Statement of Community Involvement.
<b>How representations are to be made and by what date</b>	The draft Supplementary Planning Document will be advertised and publicised for a period of six weeks. Representations may be in writing or electronic.
<b>Documents to be submitted to the decision maker for consideration</b>	Foxhall Area Action Plan Issues and Options.
<b>Name and address of responsible officer</b>	Doug Cooper e-mail: <a href="mailto:doug.cooper@blackpool.gov.uk">doug.cooper@blackpool.gov.uk</a> Tel: (01253) 476240

## **EXECUTIVE FORWARD PLAN - KEY DECISION:**

<b>Matter for Decision</b> Ref N° 25/2007	To consider the annual audit letter for 2006/07 issued by the Audit Commission.
<b>Decision making Individual or Body</b>	Executive
<b>Relevant Portfolio Holder</b>	Councillor P. Callow, Leader of the Council
<b>Date on which or period within which decision is to be made</b>	March 2008
<b>Who is to be consulted and how</b>	Not applicable.
<b>How representations are to be made and by what date</b>	In writing to the responsible officer, at the address shown below, by 1 March 2008.
<b>Documents to be submitted to the decision maker for consideration</b>	Report of the Assistant Director Performance and Finance.
<b>Name and address of responsible officer</b>	Steve Thompson, Chief Financial Officer, Business Services Department, Blackpool Council, PO Box 4, Town Hall, Blackpool, FY1 1NA  e-mail: <a href="mailto:steve.thompson@blackpool.gov.uk">steve.thompson@blackpool.gov.uk</a> Tel: (01253) 478505

## **EXECUTIVE FORWARD PLAN - KEY DECISION:**

<b>Matter for Decision</b> Ref N° 26/2007	Approval of the Blackpool Strategy for Older people "Celebrating Age: Experience and Aspiration".
<b>Decision making Individual or Body</b>	Executive
<b>Relevant Portfolio Holder</b>	Councillor Mrs. L. Henderson, Cabinet Member for Adult Social Care, Housing and Health
<b>Date on which or period within which decision is to be made</b>	February 2008
<b>Who is to be consulted and how</b>	The strategy is based on a number of workshops held with the Senior Voice Forum. The findings of the workshops were distributed for comment to a wide number of organisations within Blackpool which have an interest in older people's issues.
<b>How representations are to be made and by what date</b>	Representations can be made in writing by 31 <sup>st</sup> December 2007.
<b>Documents to be submitted to the decision maker for consideration</b>	Report and strategy document.
<b>Name and address of responsible officer</b>	Jennifer Jaynes, Assistant Director, Integrated Care Services Adult Social Care and Housing, The Stadium, Blackpool FY1 6JY e-mail: jennifer.jaynes@blackpool.gov.uk Tel: (01253) 651404

**The following items have been deleted from the Forward Plan since it was last published:-**

<b>Decision Reference</b>	<b>Matter for Decision</b>	<b>Reason for Deletion</b>
13/2007	Adoption of the Extending Your Home Supplementary Planning Document produced jointly with Fylde & Wyre Borough Councils. The document will provide guidance to applicants and their agents on the preparation of high quality and sustainable designs for planning permission for house extensions.	Decision taken at the Executive meeting on the 28 <sup>th</sup> November 2007.
06/2007	The half-yearly progress-report on the Council's Treasury Management activities for the first six months to September 2007.	Decision taken at the Executive meeting on the 28 <sup>th</sup> November 2007.

## **EXECUTIVE MEMBERS AND THEIR RESPONSIBILITIES**



### **Leader of the Council – Councillor Peter Callow**

The Leader may without prejudice discharge any executive function and, he has a particular responsibility for:-

- Corporate issues (including Corporate Policy and Communications and Performance Management)
- Budgetary and other financial matters
- Corporate governance
- External Relations

### **Cabinet Members**

The Cabinet Members have responsibilities for the following areas:-

#### **(a) Deputy Leader - Cabinet Member for Business Services Councillor Ian Fowler**

In the absence of the Leader, the Deputy Leader may without prejudice discharge any executive function and he has particular responsibility for:-

- Streetscene and Property including waste collection and disposal
- Parking
- Customer First and IT
- Legal and Democratic Services
- Human Resources
- Performance Review – value for money team
- Revenues and Benefits



#### **(b) Councillor Maxine Callow - Cabinet Member for Regeneration and Tourism JP**

- Tourism and Visitor Economy
- Enterprise and Business Development (includes economic development, illuminations, trading standards and accommodation).
- Regeneration – planning, transport, capital projects i.e. physical reshaping of the Town and housing strategy.
- Sustainable Development i.e. the Green Agenda.



#### **(c) Councillor Don Clapham - Cabinet Member for Children's Services**

- Change for Children Programme
- School Organisational Issues
- Learning & Achievement
- Targeted Support for Children With Additional Needs
- Services to Children & Young People in the Community & To Promote Inclusion



(d) **Councillor Lily Henderson** - **Cabinet Member for Adult Social Care, Housing and Health**  
**MBE**

- Commissioning Issues
- Care Services for Adults
- Social Housing and the Arms Length Management Organisation
- Homelessness
- Health



(e) **Councillor Tony Williams** - **Cabinet Member for Communities and Culture**

- Sport and Leisure
- Parks and Green Environment
- Arts and Heritage
- Adult Learning and Libraries
- Neighbourhood Management
- Environmental Protection
- Community Safety and Drugs

