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Report of the Director of Environment and Neighbourhoods

Executive Board

Date: November 2007

Subject: Area Management Review

Electoral Wards Affected:

All

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call In

Not Eligible for Call In

(Details contained in the report)

EXECUTIVE SUMMARY

The report brings together a number of strands of work undertaken by Officers as part of a review of area management. It complements the report produced by Cllr Chapman following the work she has done from an Elected Member's perspective.

The report covers Area Committee Responsibilities, Elected Members and Area Committees, Area Management Teams and Local Partnership Working Arrangements. The recommendations in the report take account of the proposals from Cllr Chapman's work and opportunities to bring about greater levels of democratic accountability, involvement, oversight and comment at a local level within the City.

Executive Board is asked to agree the recommended changes to Area Committee responsibilities and working arrangements and the proposed timetable put forward for them. This would require some amendments to the Council's Constitution and these would be proposed at the Council AGM in May 2008.

The report highlights changes in partnership working and recommends that the Area Committees provide a governance and accountability framework for local partnership working through their new Area Delivery Plans, linked to the Leeds Strategic Plan.

1.0 PURPOSE OF THIS REPORT

- 1.1 The report brings together a number of strands of work undertaken by officers as part of a review of area management. It complements the report produced by Cllr Chapman following the work she has done from an Elected Member's perspective. The report takes account of the proposals from Cllr Chapman's work and suggests a number of key recommendations with indicative timescales aimed at strengthening the roles and responsibilities of Area Committees.

2.0 BACKGROUND INFORMATION

- 2.1 At the meeting of the Board in May, Members endorsed the Area Committees' Area Delivery Plans for 2007/08 and the updated Area Function Schedules for the functions delegated to the Area Committees at the present time. The report noted that area management arrangements were being reviewed by Officers and that Cllr Chapman, Lead Member for Neighbourhoods and Housing, was looking at the issue from an Elected Member's perspective.
- 2.2 At the Full Council meeting in June Members had a discussion about area management. It was evident from this that there was cross party support from Members to extend the responsibilities of the Area Committees and it was indicated that proposals would come to the Executive Board in the Autumn.
- 2.3 At the same Full Council meeting there was a White Paper Motion about Governance Arrangements. The Deputy Chief Executive and Assistant Chief Executive (Corporate Governance) have held discussions with a range of Elected Members and a report on this will be brought forward to Executive Board as soon as possible. These discussions with Members highlighted opportunities through the Area Committees to improve Elected Members' involvement in the City's decision making processes and this links to proposals in Cllr Chapman's report about extending the responsibilities of Area Committees.
- 2.4 Cllr Chapman's report on 'Making a Bigger Difference in Localities' is appended to this report. It gives the background to Area Management in Leeds and highlights the responsibilities delegated and progress made by Area Committees and area working to date. It provides a summary of comments from Members of the Council following a questionnaire which went to all Elected Members in the Spring. It then details a number of proposals to develop the role of the Area Committees.
- 2.5 Alongside this work, officers have reviewed a number of aspects of area management linked to:
- Recent changes in the Authority and the development of a new corporate planning framework
 - Structural change in a number of key partner organisations – the Police, PCTs and ALMOs
 - Policy developments such as the Local Government White Paper
- 2.6 This report brings together various strands of work under the following headings:
- Area Committee Responsibilities
 - Elected Members and Area Committees
 - Area Management Teams
 - Local Partnership Working Arrangements

These take account of the proposals from Cllr Chapman's work and opportunities to bring about greater levels of democratic accountability, involvement, oversight and comment at a local level within the City.

3.0 AREA COMMITTEE RESPONSIBILITIES

3.1 Cllr Chapman's report makes a number of proposals relating to extending Area Committee responsibilities and having more clarity about responsibilities delegated to the Committees. It also covers proposals about community engagement and locality working and related issues which impact on the content and implementation of the Area Delivery Plans. This section outlines the proposed range of responsibilities for the Area Committees from the start of the municipal year in 2008/09.

3.2 Area Delivery Plans

3.3 It is proposed that new Area Delivery Plans are developed for the period 2008-11, informed by the Leeds Strategic Plan and covering the same planning period. The draft Leeds Strategic Plan improvement priorities are currently subject to consultation with the Area Committees and this provides a starting point for the development of new Area Delivery Plans. This will enable each Area Committee to focus on the improvement priorities in the Leeds Strategic Plan which are most relevant to the circumstances in the Committee's area. The plans and annual updates would be subject to endorsement by the Executive Board as is currently the case and be used to steer priorities for the allocation of revenue and capital Well Being budgets.

3.4 Well Being Budgets

3.5 Area Committees have had capital and revenue Well Being allocations since the Committees were established in 2004 and it is proposed that these continue. Guided by the priorities in the Area Delivery Plans, Well Being budgets are used to support a range of locally important revenue and capital projects and provide additional investment for local services. Examples include: activities for young people, environmental projects, CCTV cameras, additional neighbourhood wardens and other community safety initiatives, local festivals and events.

3.6 Consultation

3.7 Linked to the new corporate planning framework is a proposal for Council Directorates to consult with the Area Committees each year on local priorities to feed into the Council's annual budget setting arrangements. This would commence for the 2009/10 budget planning cycle in the Autumn of 2008, shortly after the completion of the new Area Delivery Plans. This would allow Area Committees to bring forward new ideas for service developments and changes at a time when Directorates are considering resources and priorities.

3.8 In relation to consultation undertaken by services regarding service changes and improvements, it is proposed that the Area Committee is the principal means by which Elected Members are consulted on service issues which affect their area. This will build on practice which has developed since the Area Committees were formed. Services would be expected to highlight specific issues and implications for each area rather than a general overview from a city wide perspective. An example

of this could be proposed changes to recycling arrangements which would affect particular localities.

3.9 **Service and Function Responsibilities**

- 3.10 Below is a proposed set of Area Committee responsibilities following a recent exercise undertaken by officers and drawing on Cllr Chapman's report. This involved looking again at the existing list of Area Functions and considering which other functions were most suited to coming under the remit of the Area Committees. This has involved initial considerations of what the responsibilities mean in practice for the Area Committees and service providers and how Area Committees/Ward Members can work with services to bring about better services and improvements in neighbourhoods.
- 3.11 Existing Area Committee Functions would be amended and 'local service plans' produced to provide greater clarity about the services to be provided and the responsibilities of Area Committees in relation to them.
- 3.12 A range of new services and functions are recommended to be part of the list of Area Committee Responsibilities. Along with amendments to some existing functions these would considerably increase the number and range of responsibilities coming under the remit of the Area Committees.
- 3.13 Proposals for enhanced responsibilities for the Area Committees are grouped under six themes. These link to key themes in the draft Leeds Strategic Plan.
- Community Engagement and Facilities
 - Community Safety
 - Environment
 - Children and Young People
 - Adult Social Care and Healthier Communities
 - Regeneration and Development
- 3.14 Key points for each of the services and functions under each of these proposed groupings are summarised below. (There is a list of the proposed themes and functions in an appendix to this report.)
- 3.15 **Community Engagement and Facilities**
- 3.15.1 **Community Engagement** - Whilst Area Committees currently have a role in relation to community engagement and there is much good practice being developed across the City, this is not a clear function and requirement for the Committees at present. It is recommended that in the future a primary role of the Area Committees is to drive engagement in each area. It is proposed that community engagement activity is linked more clearly to service improvement and area delivery plan priorities and that each Area Committee receives an annual report on local engagement activities and proposals for the year ahead. In turn it is recommended that each Area Committee is required to report annually to Executive Board on how it is supporting effective community engagement in its area.
- 3.15.2 **Community Centres** – Area Committees are currently responsible for a number of community centres in the Environment and Neighbourhoods portfolio and this will be extended on the completion of transfer of former Learning and Leisure centres into this portfolio. Area Committee responsibilities in relation to this function include:

consultation prior to changes to operational arrangements, agreeing and implementing a schedule of charges and discounts for directly managed centres, agreeing asset management and investment proposals for centres.

- 3.15.3 **Community Space in Libraries** – Area Management Teams and the Library Service are currently putting together a pilot project to look at library buildings and opportunities to make space available for local groups. This would complement the portfolio of community centres and make greater use of libraries as local facilities. Ward Members will be involved in the pilot project regarding possible changes to local library and community centre spaces in their area.
- 3.15.4 **Community Greenspace** – this covers a total of 73 facilities which include recreation facilities, sports pitches, play areas, formal and informal horticultural features. The proposal here is to build on examples of good practice developed between Parks and Countryside and the Area Committees such as the deployment of additional site based gardeners, support for ‘In Bloom’ groups and Friends of Parks groups. Area Committees would be involved in discussions about the development and usage of community parks and opportunities to get more local people actively involved in their local parks such as through the development of Friends of Parks groups.
- 3.16 **Community Safety**
- 3.16.1 **Neighbourhood Wardens, Neighbourhood Policing, PCSOs and CCTV** – Wardens, PCSOs and CCTV schemes are currently under the responsibility of the Area Committees and it is proposed that similar arrangements continue. Discussions with local Police Divisions are taking place to improve reporting arrangements into Area Committees so that the Committees are better placed to monitor the service provided by PCSOs in their areas. Later in the year the Police will confirm their new Neighbourhood Policing arrangements, reflecting the priority of the new Chief Constable for stronger partnerships at local level. As part of this new approach, it is expected that the new Neighbourhood Policing Teams will work closely with and consult regularly with Area Committees on policing and community safety priorities.
- 3.16.2 **Multi Agency Crime and Grime Operations** – these operations are currently co-ordinated by staff in area management teams and there are opportunities to give Area Committees a greater level of involvement in setting priorities for these operations, linked to area delivery plan priorities. Area Committees would be presented with more information about the operations taking place in their area including outcomes, impact on crime and grime and local resident perceptions. This would enable the Area Committees to track progress and set future priorities for operations in their area.
- 3.17 **Environment**
- 3.17.1 **Enforcement Services (Area Action Teams)** – proposals are currently being developed to put these new teams in place as part of the Environmental Services structure. They would be responsible for a range of enforcement activities including noise nuisance, waste in gardens, overgrown vegetation, littering and dog fouling. Area Committees would receive regular reports about this new combined service and be given opportunities to influence service planning and local priorities for action based on local knowledge about issues and hotspots. There is potential for close working arrangements to be put in place with neighbourhood wardens and

these new teams. Linked to this area of work, members would be briefed on related service areas such as graffiti removal and needle picking and then be consulted on any significant changes proposed to service delivery.

- 3.17.2 **Street Cleansing** – this covers mechanical road and pavement sweeping, manual de-littering and litter bin emptying. These services are being realigned with a model of delivery based on three area teams. Area Committees would be regularly presented with information about the services in their area and given opportunities to influence service planning and local priorities and hotspots.
- 3.17.3 **Highways Maintenance** – this covers the annual and forward programme of planned maintenance on local roads, traffic management schemes and minor maintenance schemes to keep highways safe. It is proposed to continue with current arrangements whereby ward members are consulted on and informed about the progress of schemes in their ward so that this more local level of member involvement is retained for this function.
- 3.17.4 **Grounds Maintenance** – this covers grass cutting, shrub, rose bed and hedge maintenance. The service is currently provided by an external provider through a citywide contract. This is now under review. It is therefore proposed that Members are briefed on service standards for grounds maintenance work and are then consulted on any significant changes to these services including the opportunity to comment on and influence the content of briefs for new contractual arrangements.
- 3.18 **Children and Young People**
- 3.18.1 **Local Children and Young People Plans (including Youth Service)** – locality arrangements are one of the six elements of the children's trust arrangements and will ensure there are local children and young people's plans to support the achievement of every child matters strategic outcomes in each area. These will be set in the context of the city-wide Children and Young People's Plan, but will address specific local circumstances and priorities.
- 3.18.2 Area Committees have a crucial role to play in this work. They will help to identify local needs, influence service planning and, by being presented with information about service development and progress in their area, support a more local performance management approach. This will include Youth Services which has been a specific area of interest for the Area Committees to date.
- 3.18.3 Locality Enablers will support this process, co-ordinating the implementation of the plans and strengthening relations between local children's services providers and the Area Committees.
- 3.18.4 Area Committees currently nominate a Councillor to take special interest in corporate parenting and children's services. There will be opportunities to further develop this role, working with both Locality Enablers and the Executive Lead Member for Children's Services.

3.19 **Adult Social Care and Healthier Communities**

- 3.19.1 **Adult Social Care** - this function is primarily focused on the support that services and communities provide to enable vulnerable people to live safely and securely

within their own homes. Services commissioned or provided directly by social care play a key part in providing support but to be effective they must work closely with local voluntary and community groups and other agencies. There is an opportunity to develop the role of Area Committees and local members in identifying local community need, planning and developing services which can help people to remain independent and improving the coordination of services at the local level. As part of this proposal, Adult Social Care will put in place management support to both the Area Committee and to ensuring that services are sensitive to local needs.

- 3.19.2 **Healthier Communities** - the Council is required to play a key role in improving health and tackling health inequalities for the people of Leeds. The Director of Adult Social Services holds accountability for these actions, by ensuring coordinated and focused activity across Council services and with key partners such as the Leeds PCT. To be effective action needs to be coordinated at the local level and the Leeds PCT is organising its resources to achieve this. Area Committees will play a key role in influencing local priorities and action, and monitoring the health related targets linked to the Leeds Strategic Plan. Adult Social Care will support Area Committees in this work by liaising with key partners and services to present regular reports on the outcomes being achieved at the local level and seeking members views on priorities and action plans.
- 3.20 **Regeneration and Development**
- 3.20.1 **Area Based Regeneration Schemes and Town and District Centre Projects** – these functions will involve the delegation of agreed Town and District Centre projects to Area Committees and the responsibility for formal consultation and monitoring of area based regeneration schemes. Any future new capital funding availability would be subject to a process to be agreed by Executive Board.
- 3.20.2 **Neighbourhood Management Co-ordination** – Area Committees would be regularly presented with information about neighbourhood management activity in their area and given opportunities to influence service planning and priorities for action based on local evidence of needs and resources available. The initial focus will be on identified neighbourhood management areas which are currently in receipt of Safer and Stronger Communities Funding. Subject to confirmation of the continued availability of funding, allocations would be delegated to the relevant Area Committees for local schemes which meet local neighbourhood improvement plan priorities, linked to grant criteria.
- 3.20.3 **Conservation Area Reviews** – In recent meetings, Area Committees have been presented with information about conservation areas and asked to agree priorities for review and an allocation of funding. This will then allow a programme of reviews to be developed over the next 12 – 18 months. If the programme approach proves successful this could be repeated in future years. This would ensure that Area Committees maintained an overview of local conservation areas and that across the City a structured programme of reviews takes place.
- 3.21 It is proposed that the range of revised functions are put in place from the start of the new municipal year in 2008. This will require detailed work to be undertaken by Services along with a programme of comprehensive briefings to be given to Elected Members on these functions. The Council's Corporate Leadership Team has considered this range of responsibilities and is fully supportive of introducing them and encouraging different ways of working to make a bigger difference in localities.

3.22 Given the range of functions suggested to come under Area Committee influence it is considered that 2008/09 would be a development/transition year. This would allow time to build the relationship between services and Area Committees and ensure the level of detail and working arrangements are right to enable services to be more locally responsive and Area Committees to have a manageable level of democratic involvement and oversight across a wider range of functions than at present.

4.0 ELECTED MEMBERS AND AREA COMMITTEES

4.1 Cllr Chapman's report makes a number of proposals about Elected Members and Area Committees. As indicated above, the revision of existing responsibilities and the addition of a range of new responsibilities will mean that a number of detailed briefings will be required for Elected Members. If Executive Board is supportive of the recommendations in this report it is suggested that a programme of briefings is arranged for Elected Members for early in 2008. This would prepare all Members for the new responsibilities that will come under the remit of the Area Committees from next Spring. Beyond this and in line with proposals in Cllr Chapman's report, it is suggested that Area Management Teams then prepare an annual programme of briefings on Area Management and Area Committee responsibilities.

4.2 To develop the skills and competencies of Elected Members to undertake roles such as Chairs of the Area Committees, chairs of sub groups and representatives for the Area Committees on other bodies, it is proposed to develop core competencies for these roles and opportunities for Members to develop their skills in these areas. An example of this could be a workshop on chairing skills for Members who are required to do this as part of their role or have an aspiration to do a role requiring those skills in the future. This could therefore be linked to the personal development programmes for Elected Members. If the Board is supportive of this approach this would then be developed over the next 12 – 18 months.

5.0 AREA MANAGEMENT TEAMS

5.1 Area Management Teams form part of the staffing structure of the Regeneration Service. The structure is currently undergoing review, linked to the budget requirement to make operational savings in this service area agreed earlier in the year and the opportunity to amend area management team structures in the light of changes with operational boundaries of other key partners.

5.2 In relation to Area Management Teams it is considered that the 5 district model for them is no longer sustainable in light of partner organisational change. Alongside this a more flexible regeneration staff resource is required that can effectively deploy a range of skills linked to project lifecycles across a growing number of large regeneration programmes and projects.

5.3 Key priorities for the Area Management Teams cover:

- Lead responsibility for supporting the Council's 10 Area Committees, co-ordination of the functions and services delegated to them and responsibility for developing and implementing Area Delivery Plans as part of the Council's new strategic planning framework
- Lead Council and partnership responsibility for the coordination and implementation of area based partnership activity including Neighbourhood Management and the delivery of local regeneration priorities

5.4 Within the current Regeneration staff restructure proposals the main change proposed for Area Management Teams is to organise staff resources through three management areas rather than five. This follows similar re-organisations which have taken place in the ALMOs and the Police.

5.5 The table below indicates which Area Committee falls into each of the proposed three new areas (working titles for three new areas):

North East	North West	South East
Inner East Inner North East Outer North East	Inner North West Outer North West Inner West Outer West	Outer East Inner South Outer South

5.6 At strategic manager level, this will involve reducing the number of Area Managers from 5 to 3 and changing the 5 Area Co-ordinator posts to 3 Deputy Area Manager posts. The 3 Deputy Area Manager posts will be at a slightly higher grade than the current Area Co-ordinator posts and this will enhance capacity to support Elected Members and co-ordinate the Area Committee’s proposed wider range of responsibilities.

5.7 At officer level, each Area Committee will continue to have a designated Area Management Officer post to support its work and there will be no reduction in the range of project/support officers assisting the work of Area Committees.

5.8 Changes are proposed to the administrative support and in the new structure each of the 3 area teams will have a senior administrative officer, two administrative officers and one administrative assistant.

5.9 This restructuring does not cover:

- Neighbourhood management posts and Signpost staff funded through NRF/SSCF and other funding sources
- Specific fixed term posts funded by the Area Committees
- The Neighbourhood Wardens Service which is an existing delegated function for the Area Committees

5.10 The development of this revised structure based on three area management teams has allowed other services to start looking at how better to support area working arrangements with the resources available. An early development here is the proposal for Area Action Teams for Enforcement Services. This will bring together three teams of area based staff to deal with a range of enforcement issues such as noise nuisance, waste in gardens, overgrown vegetation, littering and dog fouling.

6 LOCAL PARTNERSHIP WORKING ARRANGEMENTS

6.1 The 5 District Partnerships were established in 2004 alongside the introduction of area management teams and the 10 Area Committees. Their role was to enable effective partnership working at a local level across the city to deliver the objectives of the Vision for Leeds. Their boundaries reflected the greatest degree of coterminosity of partner boundaries at the time with almost exact mapping of Council (Area Management), PCT, ALMO and Police boundaries.

- 6.2 As a result of changes in partner boundaries and the development of a new corporate planning framework it is considered that changes are required to local partnership working arrangements to ensure they are effective in the future. Over recent months, the Leeds Initiative Narrowing the Gap Executive has co-ordinated a number of discussions on the implications of these changes and discussed a report at its September 2007 meeting.
- 6.3 The 5 District Partnerships brought about new ways of working with local partners, including businesses and the third sector, and they have overseen the implementation of a range of actions in localities as part of their three year action plans linked to the Leeds Regeneration Plan 2005-2008.
- 6.4 A number of elected members of the council have expressed concerns though about governance and accountability issues related to the Partnerships. A key issue raised was that decisions were being made which could have important impacts on local interests without a sufficient input from members themselves. Whilst Area Committee Chairs were District Partnership members and in some cases Chairs or Deputy Chairs, the view of many ward members was that not enough members were engaged. In addition each area has had two planning frameworks – one through the District Partnership Action Plan and one through the Area Committee's Delivery Plan.
- 6.5 The council's new corporate planning framework aims to link the Vision for Leeds themes and the Local Area Agreement to strategic outcomes in a single Leeds Strategic Plan. As part of this framework the Area Delivery Plans would become the key focus for the achievement of strategic outcomes at a locality level. The Area Committee would be responsible for securing the agreement of a local plan for its area which would contribute to city wide strategic outcomes. To be effective, that would involve the need to engage autonomous partners such as the Police or the PCT as well as ensuring that the views and priorities of local people and stakeholders such as businesses and interest groups were taken into account. This would enable the focus of the partners themselves to be the delivery of outcomes they agreed to support.
- 6.6 Officers have considered the issues around local partnership working, possible options for future arrangements and initial views from partners. On balance, the preferred option is to move to a position where Area Committees provide a local governance and accountability framework for agreed partnership collaboration through their new Area Delivery Plans which will be part of the Leeds Strategic Plan framework. The expectation would be that the Council and local agencies would give accountability for their actions to local people through the Area Committees.
- 6.7 Alongside this new role for the Area Committees, officers from different agencies e.g. Council, PCT, Police, ALMOs would continue to co-operate and meet together based on the three areas with periodic meetings involving other local stakeholders such as business and voluntary sector representatives.
- 6.8 These proposals are supported by the Council's Corporate Leadership Team and it is recommended that Members of the Executive Board agree them as the proposed way forward for local partnership working in the City.
- 6.9 This will require work to be done to establish an effective local planning framework and the development of working relationships between the Area Committees and

key partners. This new arrangement would reduce any duplication and tension between Area Delivery Plans and District Partnership Action Plans and acknowledge that in the new corporate planning and LAA environment the Council will have the lead responsibility for ensuring the delivery of agreed LAA outcomes.

- 6.10 Subject to Executive Board's approval for this recommendation, further work will be done with Leeds Initiative partners so that clear proposals and operational arrangements can be reported to the Narrowing the Gap Executive in the New Year. As part of this, Officers will start to arrange meetings based on the three new areas. Agreed changes to Area Committee roles would formally take effect from next Spring, alongside the other changes to Area Committee responsibilities and working arrangements outlined above.

7.0 IMPLICATIONS FOR COUNCIL POLICY AND GOVERNANCE

- 7.1 The contents and recommendations of this report represent a development of the council's policy in relation to area management, local partnership working arrangements and local governance.
- 7.2 Amendments to the Council's Constitution would be required and these would be proposed at the Council AGM in May 2008. Changes in relation to Area Committee responsibilities and working arrangements would then formally take effect after this.

8.0 LEGAL AND RESOURCE IMPLICATIONS

- 8.1 The proposals within this report are covered by existing legislation.
- 8.2 Resourcing of the services and functions covered in this report is covered by the council's annual budget setting process.

9.0 PROPOSED NEXT STEPS

- 9.1 Subject to Executive Board's approval for the range of recommendations in this report key next steps and indicative timescales are proposed as follows:

(Approximate) Date	Activity
December	Regeneration Restructure implementation to commence
December	Area Management Review - Report to all Area Committees
Winter/Spring	Programme of more detailed member briefings on proposed new responsibilities
January/February	Report to Narrowing the Gap on local partnership working arrangements
Spring	Leeds Strategic Plan Finalised
May	Council AGM – changes to constitution
June	Executive Board – agree revised Area Committee Functions
June/July	Area Committees to agree new Area Delivery Plans
September	Executive Board – endorse Area Delivery Plans
Autumn	Directorates consult with Area Committees on 2009/10 budgets

10.0 RECOMMENDATIONS

10.1 Executive Board is asked to:

10.1.1 Agree the recommended changes to Area Committee responsibilities and working arrangements and the proposed timetable put forward for them

10.1.2 Agree the recommended way forward for local partnership working arrangements

Appendix Table of Proposed New Area Committee Responsibilities**Community Engagement and Facilities**

- Community Engagement
- Community Centres
- Community Space in Libraries
- Community Greenspace

Community Safety

- Neighbourhood Wardens
- PCSOs
- CCTV
- Neighbourhood Policing Teams
- Multi Agency Crime and Grime Operations

Environment

- Enforcement Services (Area Action Teams)
- Street Cleansing
- Highways Maintenance (continuation of ward member responsibility)
- Grounds Maintenance (consultation and monitoring role initially)

Children and Young People

- Local Children and Young People Plans
- Youth Service

Adult Social Care and Healthier Communities

- Adult Social Care
- Healthier Communities

Regeneration and Development

- Town and District Centre Projects
- Area Based Regeneration Schemes
- Neighbourhood Management Co-ordination
- Conservation Area Reviews