

# Executive

Excerpt of the minutes of the meeting held on Wednesday 27 July 2016 at the Town Hall, Royal Leamington Spa, at 6.00 pm.

**Present:** Councillor Mobbs (Chairman); Councillors Butler, Coker, Cross, Grainger, Phillips, Shilton and Whiting.

**Also present:** **Councillor** Mrs Falp - Whitnash Residents Association (Independent) Observer, Councillor Naimo - Labour Group Observer & representing Overview & Scrutiny Committee, and Councillor Quinney - Chair of Finance & Audit Scrutiny Committee.

(Apologies of absence were received from Councillors Barrott and Boad).

## 31. **Declarations of Interest**

There were no declarations of interest made that were relevant to this excerpt.

### **Part 1**

(Items on which a decision by Council is required)

## 33. **Leisure Development Programme**

The Executive considered a report from Cultural Services that; provided them an update on the Leisure Development Programme; confirmed the timelines for the remaining elements of both the investment projects and the management of work streams within the Leisure Development Programme; and approval for funding for preparatory works to be carried out at Newbold Comyn and St Nicholas Park Leisure Centres in advance of the main construction work, which would be subject to approval by Council.

The Executive agreed, in November 2015, that the Council should follow the Royal Institute of British Architects (RIBA) approach to the management 'Plan of Work' approach which was recognised as an effective and professional approach for projects of this scale. This decision recognised the need to ensure that, on projects of this scale, costs were confirmed prior to any commitment being made by the Council to commence construction works. The RIBA process was comprised of a series of stages, that were set out at Appendix 2 to the report, and as a project progressed through these stages, greater cost certainty was achieved as a result of increasingly detailed surveys being received and design solutions being proposed. The report presented to Executive in November 2015 presented the RIBA Stage 2 report produced by project managers Mace Ltd, which included the outline designs for the improvements at St Nicholas Park and Newbold Comyn leisure centres. The indicative cost at Stage 2 was £11,813,298. However, the RIBA process was designed to test initial estimates comprehensively and fully, and it was common for cost estimates to vary, normally upwards, as a project progresses beyond Stage 2.

In November 2015, the Executive authorised officers to develop the investment proposals up to RIBA Stage 4. A budget of £550,000 was approved to fund this work in advance of a final decision being made by Council when Stage 4 detailed plans and costs would be presented. The £550,000 was contained

within the estimate of £11,813,298. To date, £452,846 of the £550,000 budget had been invoiced or committed, leaving a balance of £97,154.

Progression from Stage 2 to Stage 3 required significant input from a range of parties. Further technical surveys were completed on site and solutions developed to amend designs based on the outcomes of these surveys; architects refined designs based on feedback from Sport England and Council officers in order to ensure that the designs complied with the objectives of the project and with Sport England design requirements. The Stage 2 plans were used to support the public consultation exercise that was undertaken in late January/early February 2016, and further amendments to the designs were made following the consultation. The project team were able at this stage to reduce some costs through a robust value engineering process. The team were very aware throughout this process that any savings being proposed should not fundamentally impact on the standard of the end product or reduce the experience that customers would enjoy from the new facilities.

Stage 3 designs were confirmed in April 2016, with estimated costs of £12,938,745. The Stage 3 Cost Plan included construction costs, design fees, additional surveys, an allowance for preparatory works (as explained in section 3.2 of this report), and a 4% contingency (£448,175), compared to the 5% contingency (£520,314) that had been allowed at Stage 2. Based on experience of similar projects at this stage, Mace advised that at that point that they would expect to be able to drive out a cost reduction in the region of a further £500,000 during the Stage 3 to Stage 4 work through further value engineering with the Pre Construction Services Agreement (PCSA) contractor, bringing the total project costs to under £12,500,000. This position was discussed with the Deputy Chief Executive (AJ), Head of Finance and Portfolio Holders for Cultural Services and Finance.

The Stage 3 designs were a key element of the tender documentation that was required in order for the Council to appoint a contractor under a PCSA contract. As was typical for such construction projects, procurement was an OJEU compliant "2 stage process" whereby a contractor was appointed under a PCSA to work alongside project managers, architects, and WDC officers to refine designs and technical solutions that would culminate in Stage 4 designs and costs being confirmed. At the end of Stage 4 the PCSA contractor reached a point where they were willing to take on single design point responsibility for the elements of the building that were included in the project.

Speller Metcalfe were appointed under the PCSA in June 2016 and had joined the design team to work with Mace and B3 to provide a further and significant round of value engineering, concentrating on 'buildability', phasing and specifications to ensure the building works offered the best possible value for money. During this phase Speller Metcalfe would also gain a detailed familiarity with the buildings in order to assist them in developing the Stage 4 plans and costs.

The project had evolved over the last 3 months, further costs, totalling £539,000, had emerged. These were; £106,000 (additional fees for design team as a result of amendments to the proposed designs to address construction and operational requirements, and unavoidable delays in the programme); £304,000 (revised preparatory work costs); £93,000 (costs for Clerk of Works and Building Control); and £36,000 (other costs including planning fees, construction of temporary reception and lining of car park). In

previous projects such as ancillary works had often been charged to other revenue budgets and therefore not shown as project costs. A decision was taken by CMT and the Executive at the start of this project that the costs should represent the true cost of the project.

There were also a number of additional design features that were considered to be essential or desirable which totalled £391,000 and were not allowed for in the previous estimate of £12,934,745. These included; Acoustic panelling (Newbold Comyn (NC) sports hall) – required by Sport England (£50,000); Additional car park lights (NC) – desirable (£15,000); New pool hall lights (NC) – recommended by Sport England (£100,000); New sports hall lights (St Nicholas Park (SNP)) – recommended by Sport England (£50,000); New lift (SNP) – required by Sport England (max £150,000); and Electric vehicle charge points (NC) – required by WDC (£26,000).

Based on the additional costs, the revised total cost of the investment proposals was £13,863,745. Officers were of the opinion that some savings could be made by further value engineering with Speller Metcalfe and Mace. There were also further discussions to be had to agree on which of the additional design features could be excluded or reduced. However, given the current position of the project, the wider national economic situation and the Government's emerging new procurement policy for the purchase of steel, it was considered prudent to add £636,255 to the existing contingency sum, taking the overall contingency to 7.5%, and the total budget to £14,500,000.

Construction projects of this scale typically included an element of "preparatory works" and "enabling works" that were carried out in advance of the main construction contract, allowing preparation of the site to allow the main construction phase to commence as soon as possible after approval had been given. For the purpose of this report "preparatory works" were defined as utility diversions and upgrades, and "enabling works" as internal service diversions (e.g. data cabling, alarm installations); completion of any outstanding surveys, clearance of any trees or other obstacles within the affected areas, erection of hoardings and possibly the installation of bases for works compounds.

Preparatory and enabling works would need to commence on both sites prior to approval of the main construction contract. The contract to undertake these works was completely separate from the main construction contract. The decision to allocate funding for these works did not prejudice the decision to be taken by the Council in October 2016 as the bulk of these works would be required to support any future investment in the two leisure centres. Therefore, if the decision in October was to reconsider the investment proposals and not proceed with the main construction contract at this point, then preparatory works would not have been wasted as they would be required whenever the development proceeded with only a small element of the cost (c.£25,000) of the enabling works e.g. hoardings, being written-off. The details of the preparatory and enabling works for this project were set out in Appendix 1 to the report.

If the Executive chose to delay the decision to progress the preparatory and enabling works until after the October decision, the project would be delayed and costs would rise at a rate of approximately £200,000 per quarter. This rate allowed for the increases in inflation of 1% per quarter (4% per annum) and the increase in fees for the design team that would be created by the additional timespan, calculated at their agreed rates.

The Stage 3 Cost Plan included the costs of “enabling works”. It had always been assumed that these works would be required and that a report would be necessary to draw down the appropriate funding from the proposed main contract budget to allow these works to take place ahead of the final Council decision. The estimated cost of enabling works, provided by Speller Metcalfe, was £233,875 (including a “client contingency of 10% to cover unforeseen costs”).

The “preparatory works” (utility works and diversions) required individual orders to be raised with the appropriate utilities companies. Due to the long lead times associated with utility diversions, it was key that orders were placed for these works as soon as possible and work needed to be paid for at the time of order. If orders were delayed until October a delay would be built into the project. It was necessary to move these services because either the existing services were located in areas that were needed for foundations for the new buildings, because the entry point for services would change during the refurbishment, or because the service requirements of the new building were different to the requirements of the existing buildings. In the case of this project, there would be works undertaken by Severn Trent, Western Power and SMS Connections.

The Stage 3 Cost Plan prepared by Mace Ltd included an allowance of £98,000 for the preparatory works, which were now estimated to be in the region of £402,000. The increase in costs (of £304,000) was largely due to two elements of the works, namely the need for the diversion of a large Severn Trent water main at Newbold Comyn (estimated cost £200,000) and the upgrade of the electricity supply to St Nicholas Park Leisure Centre at a cost of £85,000. The electricity upgrade included work to provide a very necessary upgrade to supplies for the children’s amusements and café in the park, and whilst this work was not part of this project, it made sense to complete the work at the same time and reduce disruption. The level of charges for these works was not expected to be this high, and work was ongoing with Severn Trent in particular, to attempt to reduce these costs by simplifying the works carried out.

The additional costs attributed to preparatory works was being investigated by Mace Ltd to establish how and why they were so far out in the Stage 3 report. They were clearly unhappy that they had significantly underestimated these costs, when they had been much more accurate in their other cost estimates. However, the purpose of the RIBA ‘Plan of Work’ approach to project management was to constantly refine costs and design as more information was available, and to get estimated costs as accurate as possible before deciding whether or not to proceed with the works.

Therefore in order for the necessary preparatory and enabling works to be undertaken, a sum of £635,875 was required. This was initially to be funded from Internal Borrowing, as discussed in the report.

Officers and project managers, Mace, had continued to work closely with Sport England to develop plans that complied with their design advice and met their strategic objectives. The Council was invited to submit an application to the Sport England Strategic Facilities Fund in late 2015 and in February 2016 was informed that the project had been judged to be of sufficient quality to be approved at Stage 1 of that process and would now progress to the final stage where a decision would be made regarding the level of funding the project

might receive. This decision would be made at the Sport England Board meeting on 19 September 2016.

Public consultation on the Stage 2 designs for both leisure centres took place in January/February 2016. Officers manned displays in the leisure centres for approximately 54 hours and spoke to over 1200 members of the public. 338 people completed feedback forms and of these people 93% were in support of the plans. Officers responded to approximately 200 individual queries in writing, and held follow up meetings with groups of customers with specific queries. These included swimmers with concerns over "village changing", customers with concerns about the removal of the splash pool at St Nicholas Park Leisure Centre, the 50+ group at St Nicholas Park Leisure Centre and various clubs and hirers of the facilities.

The proposed designs had been submitted for planning approval and were approved by the Planning Committee on 19 July 2016.

A Council meeting had been scheduled for 13 October 2016 to consider a further report with Stage 4 final designs and confirmed costs and consider progression to the construction phase. At this stage the design specification and the costs for the Council would be fixed and the risk of any further costs would be borne by the construction contractor. The additional contingency within the project costs would allow for any unforeseen problems or opportunities that occurred within the building phase to be addressed. The project contingency had been increased to 7.5% which was considered appropriate in the current circumstances. The attention to detail that had been used in preparing the surveys and current designs, should ensure any unforeseen incidents requiring use of the contingency were kept to a minimum.

An OJEU notice was placed on 6 June 2016 to commence the process of identifying an operator to manage the leisure facilities currently managed by the Council. The OJEU process required all documents relating to the contract to be issued with the OJEU notice, consequently significant work was required from officers and colleagues at Warwickshire Legal Services to complete the main contract document, Pre-Qualification Questionnaire (PQQ), Invitation to Tender (ITT) document, relevant leases, service specification, evaluation matrices, Transfer of Undertakings, Protection of Employment (TUPE) lists, quality questionnaire and supporting background documents.

The contract documents had been prepared on the basis that the investment proposals took place as described above and should this not be the case, it was likely that there would need to recommence the tender process for the management contractor as the basis for the financial modelling would have been fundamentally altered.

16 companies registered on the In-tend procurement portal and at the closure of the initial PQQ phase, on 5 July, 11 companies submitted a PPQ.

The most recent feedback from the leisure industry was that the market was buoyant and a number of strong tender processes had recently been completed which had seen significant concession fees being offered to local authorities by operators for contracts to manage leisure centres. Whilst this Council would be not be able to confirm until January 2017 what financial return had been secured for this contract, clearly the stronger the market, the more likely it was

that the Council would see a good return and the business model would see the prudential borrowing repaid over a shorter period.

The key dates for the project of letting the management contract were summarised within the report.

During the last six months, managers had continued to engage with operational staff at the leisure centres and the trade unions in order to ensure they were up to date on progress and had the opportunity to raise queries and concerns as they arose. This would continue through the coming months and until the point of transfer. During the procurement process the external operators would make many site visits and therefore it was essential that staff were fully briefed. The formal process for consultation under the TUPE regulations would be followed, and improved upon where relevant and proportionate.

Work had progressed on the review of the Cultural Services Business Support Team and "management team", both of which would be affected by the change in management arrangements. It was anticipated that a report would be submitted to Employment Committee in December 2016, proposing a new structure for the support team and the "client team" within Cultural Services.

Alternatively, the "preparatory and enabling works" could be delayed until after a decision had been made on the main construction contract in October 2016. By doing this the length of the construction contract would be extended with the consequence of increasing the cost of the main contract, and extending the period of inconvenience to the customers who would be using the facilities during the works. There was also the impact on the management contract which was scheduled to commence at the point that works at St Nicholas Park were completed. If the construction programme was extended, the construction would not be completed at either site at the start of the management contract on 3 May 2017, and the financial benefits to the Council of awarding the management contract would be delayed.

An addendum was circulated at the meeting which set out a summary time line for the Leisure Development Programme, an update on the Community Consultation and a confidential list of indicative costs.

The Finance & Audit Scrutiny Committee supported the recommendations but was concerned about the substantial increase in costs. In addition, Members highlighted to the Executive that they would be expecting Mace to make a firm commitment to deliver savings through the Value Engineering Exercises.

However, Members were encouraged by the inclusion of the penultimate sentence of paragraph 3.1.3, relating to the standard of the end product and the experience that customers should encounter at the facilities

Councillor Coker took the opportunity to thank the Head of Service and her team for their work on this project and highlighted that the purpose of using the RIBA project process was to ensure that costs were identified at the appropriate stage.

**Recommended** to Council that budget provision of up to £635,876 is approved to complete the preparatory and enabling works at Newbold Comyn and St Nicholas Park

leisure centres as detailed in Appendix 1 of the report, which will be funded initially from Internal Borrowing.

**Resolved** that:

- (1) the update on progress made on the investment programme for the leisure centres since the November 2015 Executive report including the latest cost estimates for the works, be noted;
- (2) officers and the Council's project managers, Mace Ltd, continue to work closely with Sport England prior to a decision being made by Sport England on 19 September 2016 on their potential £2m funding contribution to this project; and
- (3) the progress made on the procurement of an external operator for the leisure centres, be noted.

(The Portfolio Holder for this item was Councillor Coker)  
Forward Plan reference number 745

#### 34. **Minor Amendments to the Constitution**

The Executive considered a report from Democratic Services which brought forward minor amendments to the Council's Constitution, to ensure it was up to date and fit for purpose to enable Council services to be delivered effectively and efficiently.

The amendment to delegation DS(38) proposed a small change in the terminology used to reflect that used more widely in legislation and the associated regulations, therefore ensuring the scheme of delegation was up to date.

The proposed addition of delegated powers to issue Discontinuance Notices in order to remove advertisements, was included to bring the delegation agreement up to date. Currently, this action would need to be brought before Council, thus potentially delaying action being taken.

At present, the deadline for Notices of Motions normally fell on a Sunday (as a result of Council meeting on a Wednesday). This minor revision provided Councillors more time to submit notices of motion for consideration at meetings. It also provided a defined cut off time.

The proposal to amend the Chief Executive's delegated powers in respect of changes to the establishment, was brought forward to improve efficiency but recognised the responsibilities of the Council. The Chief Executive, as Head of Paid Service, was responsible for staffing matters and should be permitted to amend the establishment of the Council, so long as the budget was in place (approved by Executive or Council). At this time, it was felt appropriate that Employment Committee retained the responsibility to reduce the size of the establishment because of the potential redundancies and the implications of such changes for the Council.

The proposal regarding property rental write off (where the Council decided it was unlikely to recover the rent for a property) was brought forward following a discussion earlier in the year between officers. It was considered that this was covered within the current delegation for write offs, overall, but this proposal ensured that any ambiguity was removed.

The request for the Head of Finance to determine discretionary Council Tax relief applications was brought forward as a result of the application made by an individual to the Council in 2015. At the time, no delegation was in place and the application had to be considered by the Executive. The proposal was brought forward so that a decision could be taken at an appropriate level and would be consistent with delegations already in place for discretionary rate relief applications.

The Council was obliged under the Micro-chipping of Dogs Regulations 2015 to have appropriate delegations in place to enforce, where necessary. These delegations provided the appropriate level to ensure the Council could enforce the regulations quickly, as required.

The proposed move of delegations from Development Services to Housing & Property Services was to reflect the restructure of these services, in particular property management, that now fell within the responsibility of the Head of Housing & Property Services.

These proposed changes amended the delegations to reflect the restructure of services some of which now fell directly within Development Services. The removal of Committee approval for events, reflected the custom and practice of the Council for at least 15 years.

The amendment to the Licensing & Regulatory Committee function was to provide clarity. Whilst it was recognised that this had been the intention of Council previously, the proposal would remove any ambiguity and potential challenge of appointment.

The amended Portfolio Holder Structure was brought to the Executive for confirmation following the inclusion of the new Business Portfolio. This was because the Portfolio Structure formed part of the Constitution which would need to be amended by Council. It was noted, however, that Portfolio Holder responsibilities were a matter for the Leader of the Executive to determine.

Proposals for the detailed determination of planning applications relating to the design of the HS2 project were currently being discussed between officers, the Chairman of Planning Committee and the Development Services Portfolio Holder, in the light of emerging information from HS2 Limited about the way in which applications were likely to come forward. The final arrangements for these were, as yet, unclear and would remain so until final delegation from Government Office was confirmed. In that respect, it was anticipated that a further report would be brought forward shortly.

It was recognised that the current arrangements for call-in were conflicting and needed to be reconsidered in detail. Work had paused on this in recent months and investigations into best practice were now under way with a view to reporting back to the Executive in September 2016.



Alternatively, for each of the proposed changes it would be possible to leave the current situation in place. However, this was not considered appropriate because the intention of the recommendations was to provide a more efficient Constitution and delegations at an appropriate level. In addition, Councillors could consider delegating these functions either to other officers, Committee or Portfolio Holders, however, these changes had been proposed in line with the current principles of delegation within the Constitution

The proposal requiring Warwick District Councillors to provide a valid planning reason for calling in a Planning Application to Planning Committee for determination, along with the proposals to clarify the requirements for interested parties/Parish/Town Councils for commenting on planning applications, were withdrawn by the Leader of the Council. It was noted though that the Portfolio Holder, Councillor Cross, would be meeting with the Chairman of Planning Committee, Councillor Cooke, and relevant officers to bring back revised proposals.

The proposed changes to the Employment Committee remit had been raised by the Executive to ensure they were clear on the proposals. They were content with these proposals because they provided appropriate delegation to officers and ensured that Employment Committee could focus on setting Policy and Executive or Council would retain control of setting budgets.

**Recommended** to Council that the

- (1) amendments to the Constitution as set out at Appendix 1 to the minutes be approved; and
- (2) Part 7 of the Constitution be amended to include the revised Portfolio Holder responsibilities, as approved by the Executive, and set out at Appendix 2 to the minutes.

**Resolved** that further proposals for revisions to the Constitution, including the handling of applications relating to HS2 and an improved call-in procedure be brought to a subsequent meeting of the Executive.

(The Portfolio Holder for this item was Mobbs)  
Forward Plan reference number 800.

(The meeting ended at 6.44pm)

## Part 3 Section 2 Council Functions

(Additional/replacement wording included in *italics*)

### D. LICENSING & REGULATORY COMMITTEE

- c. All matters relating to elections and electoral registration *including the appointment of Councillors to a Parish or Town Council under Section 91 of the Local Government Act 1972.*

### G. EMPLOYMENT COMMITTEE

- (iii) To approve *any reductions in the staff* establishment of the Council in accordance with the Council's agreed budget

## Part 3 Section 4 Scheme of Delegation

(Additional/new wording included in *italics*, deleted text ~~struck through~~)

- CE(9) *Authorise changes to the Council's establishment that do not result in an increase to the cost to the Council of approved establishments or the introduction of new posts.*
- DS (38) Determine all applications for non material amendments ~~minor amendments~~ to planning permissions and other forms of consent.
- DS (48) Serve and withdraw notices in respect of the following: Town and Country Planning Act 1990 (TCPA) and Planning (Listed Buildings and Conservation Areas) Act 1990 (LBCAA) as amended:
- (xi) Section 220 1 (TCPA) and/or Section 224 1b (TCPA) – Discontinuance Notices in accordance with Regulation 8 of the Town and Country Control of Advertisement Regulations 2007.*
- ~~DS(26)~~ Grant wayleaves and easements across Council owned land to other public organisations.  
HS(98)
- ~~DS(27)~~ Grant new leases on vacant properties, excluding HRA properties.  
HS(99)
- ~~DS(28)~~ Following consultation with ward councillors and the relevant Head of Service of the service area owning the land, dispose of other interests in land including its sale where the consideration does not exceed £20,000 and also to accept the Surrender of leases where the value does not exceed £20,000.  
HS(100)
- ~~DS(29)~~ Follow consultation with ward councillors and the relevant Head of Service of the service area owning the land to initiate, proceedings for forfeiture of Leases.  
HS (101)
- ~~DS(30)~~ Agree rent reviews, for non HRA properties, where agreement on the new rent has been reached without recourse to arbitration.  
HS(102)
- ~~DS(31)~~ Grant new leases, for non HRA properties, where statutory renewal rights exist.  
HS(103)

- ~~DS(32)~~ Grant terminable licences, for non HRA properties, for access and other purposes.  
~~HS(104)~~
- ~~DS(33)~~ Manage and control properties acquired by the Council in advance of requirements ~~(other than those held under Part V of the Housing Act 1957 where consultation with the Head of Housing and Property Services is required)~~.  
~~HS(105)~~
- ~~CS(3)~~ Grant applications for organised visits to and bookings of parks, open spaces and buildings and for conference facilities. ~~where Committee approval has been given in previous years.~~  
~~A(10)~~
- ~~CS(4)~~ Engage performers and artists for events in accordance with the policy and within the approved budget.  
~~DS(81)~~
- F (15) Take the following action under the NNDR and Council Tax Regulations: *(xvi) to determine discretionary council tax relief applications.*
- F (7) Write off sundry debts, Finance function debts and all other debts, *including property rentals.*
- HCP(79) *The Head of Health & Community Protection, be authorised under the Microchipping of Dogs Regulations 2015, to*
- (a) serve on the keeper of a dog which is not microchipped a notice requiring the keeper to have the dog microchipped within 21 days;*
  - (b) where the keeper of a dog has failed to comply with a notice under paragraph (a), without the consent of the keeper—*
    - (i) arrange for the dog to be microchipped; and*
    - (ii) recover from the keeper the cost of doing so;*
  - (c) take possession of a dog without the consent of the keeper for the purpose of checking whether it is microchipped or for the purpose of microchipping it in accordance with sub-paragraph (b)(i).*
- ~~CS(3)~~ Grant applications for organised visits to and bookings of parks, open spaces and buildings and for conference facilities ~~where Committee approval has been given in previous years.~~  
~~A(10)~~
- ~~CS(4)~~ Engage performers and artists for events in accordance with the policy and within the approved budget.  
~~DS(82)~~

## Part 4 Council Procedure Rules

(Additional wording included in *italics*, deleted text ~~struck through~~)

### 6. Notices of Motion

- (2) Notice of every motion must be by e-mail or in writing, signed by the member, or by 10 members in the case of motions submitted under Procedure Rule 16, and delivered ~~at least nine clear days by 10.00am on the sixth clear working day~~ before the next meeting of the Council, the Executive or Committee they wish it to be considered at, to the office of the Chief Executive.

Appendix 2

Deputy Chief Executive, Monitoring Officer & Legal Client Manager Andrew Jones			Chief Executive Chris Elliott	Deputy Chief Executive Bill Hunt			
Michael Coker Portfolio Holder and Deputy Leader	Peter Whiting Portfolio Holder	Moira Ann Granger Portfolio Holder	Andrew Mobbs - Leader	Peter Phillips Portfolio Holder	Steven Cross Portfolio Holder Development	Noel Butler Portfolio Holder Business	Dave Shilton Portfolio Holder
<b>Cultural Services</b> Rose Winship	<b>Finance (S151)</b> Mike Snow	<b>Health &amp; Community Protection</b> Marianne Rolfe	<b>Human Resources</b> Corporate HR People Management Learning & Development Corporate Payroll Media	<b>Housing &amp; Property Services</b> Andrew Thompson	<b>Development Services &amp; Business</b> Tracy Darke		<b>Neighbourhood Services</b> Robert Hoof
<b>Sports &amp; Leisure</b> Stuart Winslow	<b>Accountancy</b> All Council Accountancy Services Jenny Clayton	<b>Community Partnership Team</b> Community Leadership Community Forums & Voluntary Sector Contracts Health and Wellbeing Liz Young	<b>Legal Services</b>	<b>Housing Strategy and Development</b> Homelessness and Housing Advice Tenants Participation Private Sector Housing Disabled Adaptations New Affordable Housing Developments inc Council House Building Abigail Hay	<b>Development Management</b> Enforcement Land Charges Conservation Gary Fisher	<b>Policy &amp; Projects</b> Dave Barber	<b>Contract Services</b> Refuse & Recycling Collections Parks & Open Space Maintenance Street Cleansing Off Street Parking Gary Charlton
<b>Entertainment</b> Royal Spa Centre/Theatre Town Hall David Guldling	<b>Audit &amp; Risk</b> Corporate Insurance Richard Barr	<b>Regulatory</b> Food Safety Health & Safety Licensing Lorna Hudson	<b>ICT Services</b> Desktop Services incl Helpdesk/Infrastructure Services/Application Support/Geographical Information Systems (GIS) Digital Mapping Services/Local Land & Property Gazetteer (LLPG)/Street Naming & Numbering/Website Ty Walter (reporting direct to Andrew Jones, Deputy Chief Executive)	<b>Asset Management</b> Maintenance & Repair of Corporate Property Assets and Council Houses Matthew Jones	<b>Building Control Consortium</b> Phil Rooke	Corporate Sponsor for: Shakespeare's England DMO; Town Centre Partnerships; Leamington Town Centre Vision; Partner relationship with College and University; CWLEP Funding; Events programme; Business Support; Help for unemployed/low paid e.g. Job clubs, etc; Cultural and Digital Quarter; Chandos Street; Stratford Road employment site; St Mary's Lands; Enterprise Facilities; Growth hub; Whiteley South, Gateway; Stoneleigh; Eps End;	<b>Bereavement Services</b> Burials & Cremations Pam Chilvers
<b>Business Support Admin</b> Finance & Admin Support for Culture Stephen Falp	<b>Exchequer</b> Council Tax and Business Rates Rate Collection Sundry Debt Collection Corporate Invoice Payment Dave Leech	<b>Environmental Sustainability</b> Contaminated Land Commercial Noise Flood Alleviations Civil Contingencies Sam Collins/Mike Jenkins	<b>Democratic Services &amp; Corporate Support Team</b> Elections/Electoral Registration/Committee Registration/Councillors/FOI/Data Protection/Complaints/Civic Support/Corporate Support Team Graham Leach (reporting direct to Andrew Jones, Deputy Chief Executive)	<b>Sustaining Tenancies</b> Landlord Services to Council Tenants Collecting Rent Estate Management Ensuring Tenancy Conditions are Complied with Jacky Oughton	Corporate Sponsor for: Local Plan; Infrastructure Development Plan; South of Warwick/Leamington Development; Single Spatial Strategy; Leper Hospital; HQ Relocation	<b>Green Space Improvements</b> Green Space Strategy St Marys Land Wildlife Habitats Dave Anderson	
<b>Arts &amp; Heritage</b> Royal Pump Rooms Art Gallery & Museum Arts Development Jeff Watkin	<b>Benefits &amp; Fraud (Impact of UC)</b> Housing Benefits & Council Tax Reduction Corporate Fraud Andrea Wyatt	<b>Safer Communities</b> Domestic Noise Anti-Social Behaviour Dog Warden Pest Control & Animal Licensing CCTV Pete Cutts	Corporate Sponsor for: Fit for the Future; HQ Relocation; CWLEP Board, CW Jt Committee; WMCA and Devolution; People Strategy; Digital Transformation and ICT Strategy; Digital Media/Comms Strategy.	<b>Asset Management</b> Maintenance & Repair of Corporate Property Assets and Council Houses Matthew Jones		<b>Performance &amp; Policy One Stop Shop (UNDER REVIEW)</b> Managed by WCC Graham Folkes-Skinner	
<b>Programme Manager</b> for future sport service options Padraig Herlihy	<b>Procurement</b> Compliance with Legislation Support & Advice on Procurement Contracts John Roberts	Corporate Sponsor for: cross cutting Champion for Children's Protection; cross cutting Champion for Vulnerable Adult Safeguarding; cross cutting Champion for Health and Well Being; Health and Well Being Board; Purple Flag; Voluntary Sector and Community projects; cross cutting Champion for Community Safety; South Works Community Safety Partnership; cross cutting Champion for Sustainability; Asylum seekers;		Corporate Sponsor for: Lillington Regeneration Scheme; Europa Way Project; Housing Futures; Council Development Company; new housing in villages; Gypsies and Travellers; Financial Inclusion		Corporate Sponsor for: new Covent Garden car park; Linen Street Car Park; Car Park Strategy; Tachbrook Country Park; Pump Rooms Gardens; Play Area Improvements; Contract Renewal; Abbey Fields;	
Corporate Sponsor for: National Bowls Championships; Womens Cycle Tour; Leisure Programme phase 1; Masterplanning of South of Coventry; Masterplanning at Kenilworth; Leisure Programme phase 2;	Corporate Sponsor for: Annual Governance Statements; Medium Term Finance Strategy; Asset Management Strategy; Financial Inclusion						