

**IMPLEMENTATION EXECUTIVE
7 APRIL 2009****SCHEME OF DELEGATION****Executive Summary**

The most effective way of dealing with those IE functions that involve non major and non sensitive decisions is for these to be dealt with by officers under the Council's Scheme of Delegation to Officers. Safeguards which attach to the Scheme should expressly include a requirement for officers to consult with the appropriate IE portfolio holders and if necessary, to refer the decision to the IE.

The County Council has for a number of years successfully operated a scheme of delegation to cabinet members. This has enabled the agenda for Cabinet meetings to be kept to a level that permitted the efficient operation of business. It also enabled decisions which were not sensitive or related to major policies to be signed off quickly by the relevant cabinet member. Appropriate safeguards were put in place to ensure transparency and accountability and these were set out in a protocol. For the avoidance of doubt this scheme will remain in place during the pre-election period.

The Wiltshire (Structural Change) Order that established the new unitary Council and the supporting transitional regulations do not provide for the delegation of decisions to individual members of the IE – only to a sub committee of the IE or to an officer. It is not possible therefore to extend the current cabinet member scheme of delegation to all IE members to cover the additional functions of the new unitary authority that are the responsibility of the IE and are not covered by the existing cabinet scheme of delegation.

Delegation to a sub committee of the IE is not really a feasible alternative as this would still require the formality of the issue of agenda and minutes and delay decision making. The only practical option is to delegate these functions to officers with appropriate safeguards.

Proposal

That the Implementation Executive

1. Notes that the current scheme of delegation to cabinet members will remain in place during the pre-election period for functions which were County Council functions before 1 April.
2. Confirms for the avoidance of doubt that from 1 April 2009 the Council's Scheme of Delegation to Officers applies to all IE functions.
3. Agrees that decisions on non major and non sensitive matters will be dealt with by officers under the Scheme of Delegation to Officers, with the express requirement that officers consult with the appropriate portfolio holders and if necessary refer the decision to the IE.

Reason for Proposal

To ensure the effective conduct of business.

Ian Gibbons, Service Director Legal and Democratic Services

SCHEME OF DELEGATION

Purpose of Report

1. To ask the IE to approve arrangements for delegated decision-making during the pre-election period.

Background

2. The new Constitution will take effect from 1 April 2009. The scheme of delegation to officers is an integral part of that constitution and will apply from 1 April (copy circulated for background information as Appendix A). The scheme covers executive and non-executive functions and will be reviewed by the new Council following the elections in June, and by the Leader of the new Council so far as executive functions are concerned.
3. For the avoidance of doubt the Council's Scheme of Delegation to Officers covers functions which are the responsibility of the IE under the Wiltshire (Structural Change) Order 2008 and subsequent regulations.
4. The Scheme follows the same general approach used by the County Council over a number of years, but has been updated to reflect the senior management structure of Wiltshire Council and will therefore apply to all the functions of the new unitary authority. The Scheme provides for delegation to the Chief Executive, Corporate and Service Directors.
5. The County Council has for a number of years also successfully operated a scheme of delegation to cabinet members. This has enabled the agenda for Cabinet meetings to be kept to a level which permitted the efficient operation of business. It also enabled decisions which were not sensitive or related to major policies to be signed off quickly by the relevant cabinet member.
6. The cabinet scheme of delegation is circulated at Appendix B to this report to provide some context to the type of decisions that are made by members.
7. The Wiltshire (Structural Change) Order that established the new unitary Council and the supporting transitional regulations do not provide for the delegation of decisions to individual members of the IE – only to a sub committee of the IE or to an officer.

Main Considerations for the Implementation Executive

8. It is apparent therefore that there is a category of decisions relating to IE functions that fall between the existing cabinet scheme of delegation and the officer scheme that will require a formal decision of the IE. As members will know, officers have tried proactively to manage the IE forward planning process and have taken items off the IE agenda to make it more manageable and to ensure that the IE has the time to devote to the major decisions that it has to take. As we move beyond 1 April the IE will in practice take on all of the executive functions of the Council in addition to its continuing role of preparing for the new Council post elections in June. It is likely therefore that the number of items due for consideration by the IE will increase.

9. The decisions that fall within this category are not major decisions and are non-sensitive. They comprise issues such as the harmonisation of various policies, extensions of existing contractual relationships with a value less than £1m, service development issues, the review and development of non-major policies, and minor financial and asset management issues,
10. The vast majority of these are not sensitive and would, under the county council scheme, have been dealt with under delegated powers.
11. As such decisions cannot be delegated to individual members of the IE, it is suggested that these decisions should be delegated to officers in accordance with the Scheme of Delegation to Officers. On that basis, decisions will be made after consultation with the appropriate IE portfolio holders, and will be subject to the safeguards set out in the scheme, as outlined in paragraph 12 below. (See Appendix C attached for Portfolio responsibilities)
12. The safeguards provided in the officers' scheme of delegation include:
 - consulting relevant members
 - complying with the Council's Constitution, including particularly its Financial Procedure Rules and Contract Regulations, and all relevant legislation, guidance and Codes of Practice.
 - consultation as appropriate in accordance with the Council's Consultation Strategy
 - considering the range of available options
 - considering the implication of any Council policy, initiative, strategy or procedure.
 - considering the staffing, financial and legal implications of any proposal;
 - considering the assessment of any risks associated with a proposal in accordance with the Council's Risk Management Strategy.
13. In the event that there is disagreement between the officer and the portfolio holders, or between the portfolio holders, the decision would be brought before the IE for final determination.

Environmental Impact of the Proposal

14. None

Equality and Diversity Impact of the Proposal

15. None

Risk Assessment

16. A risk assessment is a key part of the proposed decision making process.

Financial Implications

17. None

Legal Implications

18. These arrangements are consistent with the powers given to the IE under the Wiltshire (Structural Change) Order and subsequent regulations.

Options Considered

19. Apart from the option offered the only other option is to bring such decisions before the IE for formal consideration.

Conclusion

20. For the efficient and effective conduct of business it is proposed that the IE agrees to operate the above arrangements for non major and non sensitive decisions.

Background Papers

Leader's protocol

SCHEME OF DELEGATION TO OFFICERS

1. This scheme of delegation authorises the Chief Executive and the Directors to exercise the functions of the Council as set out in this document. It repeals and replaces all previous schemes of delegation.

2. This scheme is without prejudice to the exercise of the Council's functions by the Council, the Cabinet, and the Council's Committees, Sub-committees and Panels.

3. For the purposes of this scheme "the Directors" means the Corporate and Service Directors whose job title and areas of responsibility are set out in Schedule 1 below.

4. The Chief Executive and the Directors are empowered to make decisions on behalf of the Council in accordance with the following general principles:

- a. If a function, power or responsibility has not been specifically reserved to the Council, a Committee or the Cabinet, the Director within whose remit the matter falls is authorised to act;
- b. The Council, its Committees and the Cabinet will make decisions on matters of significant policy. The Chief Executive and the Directors have express authority to take all necessary actions to implement Council, Committee and Cabinet decisions that commit resources, within agreed budgets in the case of financial resources, as necessary and appropriate;
- c. The Chief Executive and the Directors are empowered to take all operational decisions, within agreed policies, in relation to the services for which they are responsible;
- d. The Chief Executive and the Directors are empowered to take all necessary decisions in cases of emergency;
- e. In relation to all delegated authority conferred on the Directors by this scheme, the Chief Executive may allocate or re-allocate responsibility for exercising particular powers to any officer of the Council in the interests of effective corporate management as he or she thinks fit;
- f. Where a director is absent from the workplace for a period of time that requires others to exercise delegated authority in that officer's absence, another officer should be nominated by the Chief Executive. This nomination should be formally recorded in writing.
- g. Where there is doubt over the responsibility for the exercise of a delegated power, the Chief Executive or their nominee is authorised to act;
- h. Anything delegated to a Director is also delegated to the Chief Executive;

- i. These delegations should be interpreted widely to aid the smooth running of the organisation, the effective deployment of resources, the efficient delivery of services, and the achievement of the Council's goals.

5. For the purposes of this scheme, emergency shall mean any situation in which the relevant officer believes that there is a risk of damage to property, a threat to the health or well being of an individual or that the interests of the Council may be compromised.

6. In deciding whether or not to exercise such delegated powers, the Chief Executive and the Directors should consider whether to consult the appropriate Cabinet Member(s) or Committee Chairman and have regard to their views. Officers shall always be entitled to refer matters for decision to the appropriate member body where they consider it expedient to do so.

7. The Chief Executive and the Directors may authorise officers in their service areas to exercise, on their behalf, powers delegated under this scheme.

8. All delegations conferred under this scheme must be recorded in writing by the Chief Executive and the Directors as the case may be (including for the avoidance of doubt any delegation under paragraph 4 (e) above). Any decision taken under such authority shall remain their responsibility, and must be taken in their name.

9. The Monitoring Officer will maintain a central record of all delegations under this scheme and make this available for public inspection. The Chief Executive and Directors are responsible for recording all delegations under paragraph 8 above in such form as the Monitoring Officer may prescribe.

10. In exercising these delegated powers the officers concerned shall have broad discretion, subject to complying with all relevant legislation, the Council's Constitution, including its Contract and Financial Procedures and Regulations, and overall Council policy, to use the most efficient and effective means available, including the deployment of staffing and other resources within their control and the procurement of other resources necessary, whether within or outside the Council.

11. Without prejudice to the generality of the foregoing the Chief Executive and the Directors shall have the power:-

a. to take all lawful action consistent with overall Council policy to deliver agreed strategy, plans and policy within their area of responsibility and within approved budgets. This shall include, but not exhaustively:

- invitation and acceptance of tenders;
- submission of bids for funding;
- write-off of irrecoverable debts;
- virement (within the budget framework);
- disposal and acquisition of assets;

- service and placing of any necessary statutory or other notices (other than those expressly reserved to a Council, Committee or Cabinet);
 - after consultation with the Solicitor to the Council, authorising the institution, defence or appearance in criminal or civil proceedings in relation to any legislation which they are responsible for monitoring, enforcing or otherwise implementing on behalf of the Council.
- b. to put in place management arrangements, which define the area of responsibility of all officers under their area of responsibility.
 - c. in the case of any overspend to notify the Chief Finance Officer in the role of Section 151 Officer in accordance with the Financial Procedure Rules and Regulations.
 - d. to determine staffing arrangements within approved budgets, subject to agreement on grading with the Director of Resources and conformance with Council policies.
 - e. To take all action to recruit, appoint, develop, manage and reward employees within approved Council policies and procedures (including operation of policies for voluntary severance, early retirement, redundancy and redeployment) and relevant conditions of service.
15. In taking any decision, the officer concerned must be satisfied that the following issues have been properly considered and completed where appropriate. All of these issues should be considered at the earliest possible stage.
- a. a key decision should be taken in accordance with the relevant requirements;
 - b. the views of the relevant Cabinet Members(s), Committee Chairman, Area Board(s) following the application of the consultation criteria set out in paragraph (c) below;
 - c. the implication of any Council policy, initiative, strategy or procedure. Officers need to be aware of any potential impact of a delegated decision in other services. In such cases, consultation with officers, relevant Cabinet Members(s) or Committee Chairman from any affected portfolio and local members, where the issue relates to a specific area, should take place;
 - d. consultation in accordance with the Council's Consultation Strategy and the views emanating from that process;
 - e. the range of available options;
 - f. the staffing, financial and legal implications.
 - g. the assessment of any associated risks in accordance with the Council's Risk Management Strategy.
 - h. the involvement of appropriate statutory officers and/or other Directors;

- i. the relevance of any regional or national guidance from other bodies.
 - j. the Council's Constitution, including the Forward Work Plan, its Contract and Financial Procedures and Regulations, all relevant guidance, legislation, Codes of Practice and Protocols.
16. Any member may request that decisions taken by officers under delegated powers are scrutinised by the appropriate Overview and Scrutiny Committee.
17. The Solicitor to the Council is authorised:
- a. to take any action to implement any decision taken by or on behalf of the Council, including the signature and service of statutory and other notices and any document;
 - b. to institute, defend, settle or participate in any legal proceedings in any case where such action is necessary to give effect to decisions of the Council or in any case where the Solicitor to the Council considers that such action is necessary to protect the Council's interests.
 - c. to instruct counsel, solicitors and other experts for legal proceedings, public inquiries, and other matters involving the Council.
 - d. to enter objections to any proposal affecting the county, the Council or the inhabitants of the county.
18. For the avoidance of doubt anything which is not covered by this scheme, including the appointment of a proper officer for the purpose of any statutory function, will be determined by the Chief Executive.
19. The Council has given a general indemnity to any officer acting in the purported discharge of any authority delegated to him for any action, costs, claim or liability incurred by him or her in the form in Schedule 2.

Scheme of Delegation to Officers

Schedule 1

Chief Executive and Directors Areas of Responsibility

Post	Areas of Responsibility
Chief Executive	<ul style="list-style-type: none"> • The Chief Executive will be the Head of Paid Service for purposes of Section 4 (1) of the Local Government and Housing Act 1989 • As Head of Paid Service he/she will have overall responsibility for running the Council within the policies currently adopted by the Council and for managing the Council to achieve its aims. • For that purpose he/she will have authority over all other employees of the Council. • The Chief Executive will be the Proper Officer for all statutory purposes unless otherwise determined by her/her.
Director of Resources	<ul style="list-style-type: none"> • Participate in the corporate management of the Council. • Provide a range of services including legal, democratic and member services, business transformation, customer care, shared services, human resources, organisational development, ICT, financial and procurement in support of the Councils corporate and service strategies and objectives.
Director for Children & Education	<ul style="list-style-type: none"> • Participate in the corporate management of the Council. • Direct the Children and Education Department in the provision of educational services and childcare services in support of the Council's corporate goals. • Ensuring the Council meets its statutory obligations under the Childrens Act 1989 and as Local Education Authority.
Director of Transport, Environment and Leisure	<ul style="list-style-type: none"> • Direct the Transport Environment and Leisure Department in the provision of services in support of the Council's corporate goals including property management, highways, transportation, management and leisure. • Ensuring that the Council meets its statutory

	obligations in these areas.
Director of Economic Development, Planning and Housing	<ul style="list-style-type: none"> • Participate in the corporate management of the Council. • Directing the Economic Development, Planning and Housing Department in the provision of services in support of the Council's corporate goals including economic development, housing and the regulatory planning and licensing and environmental functions • Ensuring that the Council meets its statutory obligations in these areas.
Director of Community Services	<ul style="list-style-type: none"> • Participate in the corporate management of the Council. • Direct the Community Services Department in the provision of adult care services, libraries, arts and heritage, community planning and governance and community safety services in support of the Council's corporate goals and manage its partnership arrangements with external bodies, particularly the voluntary sector and health service. • Ensuring that the Council meets its statutory obligations under Adult Social Services and other legislation. • Act as the Council's statutory director of Social Services.
Joint Director of Public Health	<ul style="list-style-type: none"> • Participate in the corporate management of the Council. • Direct the Public Health department to support the Council's corporate goals and management • Ensure the Council meets its responsibility for improving health, assessing the needs of the population and reducing health inequalities • Ensure that the statutory obligations are met.

SCHEME OF DELEGATION TO CABINET MEMBERS

1. This scheme of delegation records the arrangements made by the Leader for the discharge of executive functions by Cabinet Members under Article 7.6 and paragraphs 2 to 10 of the Cabinet Procedure Rules in Part 7 of the Council's Constitution.
2. Cabinet Members may exercise any executive functions within their allocated areas of responsibility, as set out in Appendix 1, subject to the terms set out below.
3. This does not include executive functions which are specifically reserved to the Council, the Leader and / or Cabinet, or officers.
4. In exercising delegated functions Cabinet Members must have regard to any protocol issued by the Leader for the purpose of promoting good practice and ensuring transparency and consistency in the decision making process.
5. Cabinet Members may in consultation with the Leader refer matters to the Cabinet for decision if they consider that it is more appropriate to do so.
6. Where a Cabinet Member is unable to act because of absence, a conflict of interest or any other reason, the Leader may nominate another member of the Cabinet to exercise the function on their behalf.
7. In taking decisions within this scheme of delegation Cabinet Members must:
 - act within the Council's Budget and Policy Framework;
 - comply with the Council's Constitution, including particularly its Financial Procedure Rules and Contract Regulations, and all relevant legislation, guidance and Codes of Practice.
 - follow the principles of decision making in Article 13.2 of the Constitution, as set out in Appendix 2.
 - consider the implication of any Council policy, initiative, strategy or procedure.
 - consider the staffing, financial and legal implications of any proposal;
 - consider the assessment of any risks associated with a proposal in accordance with the Council's Risk Management Strategy.
8. This scheme may be varied at any time in accordance with paragraph 9 of the Cabinet Procedure Rules.

APPENDIX 1

CABINET MEMBER PORTFOLIO	RESPONSIBILITIES	CABINET MEMBER(S)
Leader	<ul style="list-style-type: none"> ○ Setting strategic direction ○ Ensuring the needs and aspirations of Wiltshire people are known ○ Management initiatives ○ Identifying priorities and setting targets ○ Setting priorities ○ Probity and financial monitoring and risk management ○ Communication policy ○ Monitoring performance of portfolio holders ○ Promoting the Council ○ Relationships with other political group Leaders and the Chairman of the Council 	Jane Scott
Community Services and Deputy Leader	<p>Including lead responsibility for</p> <ul style="list-style-type: none"> ○ Performance of adult care services including services for people with learning disability, mental health problems or a physical impairment and for older people ○ Relations with other organisations, especially the Health 	John Thomson

	<p>Service and voluntary organisations regarding social care services</p> <ul style="list-style-type: none"> ○ Listening to People: community planning including consultation ○ Community development in local areas ○ Community Safety ○ The Supporting People Programme 	
Culture including Libraries and Heritage	<ul style="list-style-type: none"> ○ Cultural development including leisure and arts ○ Performance of Libraries and Heritage services 	Mary Douglas
Staffing and Customer Care	<ul style="list-style-type: none"> ○ Leading on the “Success through People” strategy and all staffing issues including Investors in People. ○ Leading the improvement programme to develop customer services, information centres, call/contact points. 	Mark Baker
ICT, Procurement and Partnerships	<ul style="list-style-type: none"> ○ Improving management of information and information technology ○ Procurement of goods and services including PFI ○ Development of new strategic partnerships with the co-ordination and rationalisation of 	John Noeken

	existing partnerships	
Children and Families	<p>Performance of children's social services including child protection, fostering and adoption, children's homes and special educational needs</p> <ul style="list-style-type: none"> ○ Relations with other organisations, especially the Health Service and voluntary organisations regarding children's services 	Bridget Wayman
Environment, Transport and Economic Development	<ul style="list-style-type: none"> ○ Performance and strategy for transport (including the Local Transport Plan, related strategies and policies, highways maintenance; improvements; traffic management, rights of way; road safety); passenger transport; trading standards; emergency planning and economic development. 	Fleur de Rhe-Philippe
Education and Youth Development	<ul style="list-style-type: none"> ○ Partnership with Wiltshire's school governors and headteachers on education matters including school performance and funding, curriculum, buildings and admissions ○ Performance of the Youth Development Service and Early Years provision and youth justice 	Nancy Bryant

Planning and Waste	<ul style="list-style-type: none"> ○ Strategic planning including the County Structure Plan and the Minerals and Waste Plan ○ Performance of waste management including disposal and recycling, and property management including county farms 	Toby Sturgis

IE Member Responsibilities

Portfolio	IE Portfolio Holder	Officer(s)
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Department of Resources

Performance & Risk	<p>Jane Scott Tel: 01249 782246 Fax: 08712 513199 Mobile: 07754 872328 Email: janescott@wiltshire.gov.uk</p>	<p>Sharon Britton Tel: 01225 713170 Email: sharonbritton@wiltshire.gov.uk</p>
	<p>John Thomson Tel: 01666 840785 Fax: 01666 840146 Mobile: 07860 522984 Email: johnthomson@wiltshire.gov.uk</p>	
Shared Service Team & Customer Care	<p>Mark Baker Mobile: 07887 505413 Email: markbaker@wiltshire.gov.uk</p>	<p>Jacqui White Tel: 01225 713013 Email: jacquiwhite@wiltshire.gov.uk</p>
	<p>Philip Brown Tel: 01380 828635 Email: philip.brown@kennet.gov.uk</p>	
ICT/Procurement	<p>John Noeken Tel: 01980 590380 Email: johnnoeken@wiltshire.gov.uk</p>	<p>Tim Gregory Tel: 01225 756195 Email: timgregory@wiltshire.gov.uk</p>
	<p>Allison Bucknell Tel: 01793 854421 Email: Allison.Bucknell@btinternet.com</p>	
Lean & Business Management	<p>Jane Scott – see above</p>	<p>Deborah Farrow Tel: 01225 713095 Email: deborahfarrow@wiltshire.gov.uk</p>
	<p>Mark Baker – see above</p>	
	<p>Lionel Grundy Tel: 01380 725177 Email: lionel.grundy@kennet.gov.uk</p>	

Finance (incl. Revs & Bens)	Jane Scott – see above	Martin Donovan Tel: 01225 713600
	Dick Tonge Tel: 01225 742471 Mobile: 0790 4436068 Email: rtonge@northwilts.gov.uk	
	Lionel Grundy – see above	
	Rod Eaton Tel: 01225 793014 Mobile: 07850 541385 Email: cllreaton@westwiltshire.gov.uk	
Human Resources/Democratic Services/Legal	Mark Baker – see above	HR & Organisational Development Barry Pirie Legal & Democratic Services Ian Gibbons Tel: 01225 713052 Email: iangibbons@wiltshire.gov.uk
	Allison Bucknell – see above	
	Tony Phillips Tel: Jacky Wolfe, PA to the Leader WWDC 01225 776655 ext. 296	

Children & Education

Children & Families	Bridget Wayman Tel: 01747 830406 Fax: 01747 830759/ Mobile: 07769 677318 Email: bridgetwayman@wiltshire.gov.uk	M Emberson/ Sharon Davies Tel: 01225 713944
Schools	Nancy Bryant Tel: 01249 819490 Fax: 01249 816400 Mobile: 07850 085982 Email: nancybryant@wiltshire.gov.uk	Stephanie Denovan Tel: 01225 713838 Email: stephaniedenovan@wiltshire.gov.uk
Resources & Improvement	Bridget Wayman – see above	Richard Parker Tel: 01225 713754

Nancy Bryant – see above	Email: richardparker@wiltshire.gov.uk
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Community Services

Operations (Adult Care)	John Thomson – see above	Sian Walker Tel: 01225 756569 E:Mail sianwalker@wiltshire.gov.uk
Library, Heritage & Arts	Mary Douglas Tel: 01722 503260 Mobile: 07913 379248 Email: marydouglas@wiltshire.gov.uk	Pauline Palmer Tel: 01225 713701 Email: paulineparker@wiltshire.gov.uk
	Allison Bucknell – see above	

Community Leadership & Support	John Thomson – see above	Niki Lewis Tel: 01225 713180 Email: nikilewis@wiltshire.gov.uk
Resources	John Thomson – see above	Keith Hillman Tel: 01225 713956 Email: keithhillman@wiltshire.gov.uk
Community Safety	John Thomson – see above	Lynn Gaskin Tel: 01225 776890/776773 Email: lynnngaskin@wiltshire.gov.uk
	Steven Fear Tel: 01722 326414 Mobile: 07818 013539 Email: CLLR_StevenFear@salisbury.gov.uk	
Strategy & Commissioning (Adult Care)	John Thomson – see above	James Cawley Tel: 01225 713951 Email: jamescawley@wiltshire.gov.uk

Transport, Environment & Leisure

Major Projects (incl. Property)	Fleur de Rhe-Philippe Tel: 01985 213193	Parvis Khansari Tel: 01225 713340
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	Toby Sturgis Tel: 01249 720433 Fax: 01249 721103 Email: tobysturgis@wiltshire.gov.uk	

Operations	Fleur de Rhe-Philipe – see above	Tracy Carter Tel: 01225 713258 Email: tracycarter@wiltshire.gov.uk
	Toby Sturgis – see above	
Sustainable Transport (incl. parking)	Fleur de Rhe-Philipe – see above	Alan Feist Tel: 01225 713305 Email: alanfeist@wiltshire.gov.uk
	Rod Eaton – see above	
Amenity & Leisure (incl. waste collection)	Toby Sturgis – see above	Mark Smith Tel: 01380 734789 Email: Mark.Smith@kennet.gov.uk or marksmith@wiltshire.gov.uk
	Lionel Grundy – see above	

Economic Development, Planning & Housing

Economy & Enterprise	Fleur de Rhe-Philipe – see above	Alistair Cunningham Tel: 01225 713203 Email: alistaircunningham@wiltshire.gov.uk
	Dick Tonge – see above	
Housing	John Thomson – see above	Graham Hogg Tel: 01225 776655 Email: ghogg@westwiltshire.gov.uk or grahamhogg@wiltshire.gov.uk
	Philip Brown – see above	
	Steven Fear – see above	
Development (incl. Development Control)	Toby Sturgis – see above	Brad Fleet Tel: 01380 724911 ext 661 Email: Brad.Fleet@kennet.gov.uk or bradfleet@wiltshire.gov.uk
	Tony Philips – see above	

	above	
Regulation (incl. Licensing & Environmental Health)	Fleur de Rhe-Philipe – see above	Mandy Bradley Tel: 01380 724911
	Allison Bucknell – see above	Email: Mandy.Bradley@kennet.gov.uk or mandybradley@wiltshire.gov.uk

Chief Executive

Policy, Research & Communications	Jane Scott – see above	Laurie Bell Tel: 01225 713618
	John Thomson – see above	Email: LBell@northwilts.gov.uk or lauriebell@wiltshire.gov.uk