Beacon & Tourism Services - Service Review 2007-08

Corporate Plan Delivery

The Service is committed to achieving the following **generic** corporate objectives (extract from Service Plan):

Ref:	Lead Service	Action	Outcomes (measurable)	Target Date
1.1.1	Corporate Team	Develop a series of 1 year delivery plans. Monitor and review progress and take action as appropriate.	Be recognised as a credible organisation that delivers on its commitments.	Annual
2.3.4	Corporate	Take a lead in setting an example to other employers: • Encourage take up of learning opportunities amongst Copeland Borough Council staff • Provide opportunities for staff progression to take up hard to fill vacancies • Continue apprentice schemes • Develop new trainee schemes.	Staff retention More effective use of human resources Providing leadership to other employers	2007 2008 Ongoing 2008
2.4.3	All services	Implement project plan and actions against Equality and Diversity standard, and in line with the Council's Social Inclusion Policy.	Copeland Borough Council will achieve Level 3 of the Equality and Diversity Standard. Departments will consider equality and diversity and social inclusion issues within all of their activities, both internal and external.	2009
2.5.6	All services	Service areas will improve delivery to meet internal and external customer needs.	Improved customer service and BVPIs in top quartile.	to 2012
2.6.2	Policy & Performance	Create annual officers training and development plan to meet corporate objectives.	Training programmes completed and qualifications achieved.	Annual April

2.6.5	Policy & Performance	Implement effective performance management system for all staff.	Staff will have objectives linked to the corporate plan and will be monitored against them.	2008
3.2.1	All Services	Mainstream S17 of the Crime and Disorder Act 1998 in all Council activities through an audit process.	Identification areas of good practice and gaps; report recommendations identified.	July 2007
3.2.2	All Services	Close gaps found in S17 audit.	Improved delivery of services, ensuring that they meet S17 requirements.	July 2009

In addition, **this Service** will lead on or be strongly supporting the following 5 Year Plan objectives:

Ref:	Lead Service	Action	Outcomes (measurable)	Target Date
2.3.1	Corporate	Appoint a Champion for Learning	Greater focus to learning and the Council's role. Better represent community interests. Better liaison and representation with delivery agencies	May 2007
2.3.6	Corporate	Work with partners to raise the standards in educational institutions	Increased participation and attainment and achievement of Cumbria Agreement targets. Improved attainment.	Ongoing 2008
2.4.5	Leisure & Regeneration	Respond to statutory guidance re Every Child Matters	Council service provision will have been reviewed in respect of children and young people; will have developed a specific children and young people's strategy; and will achieve the Cumbria Agreement targets.	2008
3.1.6	Regeneration	Increase tourism, culture and leisure spend through the Borough – refurbishing the Beacon	Increase the number of jobs supported by the tourism, culture and leisure sector by 5% per annum.	2010
3.6.1	Cultural Services	Develop interest and capacity amongst Copeland residents to take forward arts activities	An increase in organisations taking part in arts or sports activities leading to greater community cohesion and healthier lifestyles in support of the CDRP agenda and Cumbria Agreement; contributing to Copeland being a place that people want to live in. To be measured by participation rates and satisfaction levels.	to 2012
3.6.4	Cultural	Capture the interest in the 2012 Olympic	More people engaged in community sport through	To 2012

	Services	Games to ensure Copeland residents benefit from the UK wide programmes	volunteering and participating inspired by the 2012 games. and surrounding cultural activities. Increased tourism opportunities.	

No. of staff and roles

Beacon & Tourism Services comprises 23 members of staff (one currently on maternity leave)

Beacon & Tourism Services Manager (x1) – overall management and budget responsibility for service; staff management; professional Curator to Beacon and independent museums within Borough; education services

Museum Curator (x1) - professional Curator to Beacon and independent museums within Borough; Duty Manager; education services, exhibitions and events

Education Officer (x1) – funded by Heritage Lottery for 2 years, then Copeland's responsibility; education services; learning services for all groups, schools, under 5s, informal learning, staff learning, events

Operations Officer (x 1) – Duty Manager, all day to day operations, rotas, staff management, health & safety, fire warden

Marketing Assistant (x 1) – supports and delivers all publicity, promotions, marketing, press releases, marketing spend (currently on Maternity Leave – role covered by Visitor Host with support from Manager and external marketing specialists)

Administrative Support Assistant (x 1) – all admin, purchase ordering, invoicing, bookings, covers all Visitor Host duties

<u>Visitor Host/Caretaker</u> (x 1) – welcoming visitors, selling tickets and shop goods, information, cash handling, security, health & safety, fire warden, room hire, equipment, maintenance of exhibitions, displays, interactives

<u>Visitor Host</u> (x 9; or 6 FTE) - welcoming visitors to Beacon and/or Whitehaven TIC, selling tickets and shop goods, information, cash handling

<u>Visitor Host "casuals"</u> (x 2) – to cover 15 hours per week during busy holiday periods – please note that these posts have not been filled during the closed period in an attempt to reduce costs

<u>Beacon Cleaner</u> (x 3; or 1 FTE) – cleaning, hygiene, health & safety

<u>Millom Tourism Development Officer</u> (x 1, temporary contract to March 2008)– funded by Market Towns Initiative; deliver of Economic Development Group's tourism action plan, Millom TIC building manager, line manager to Millom TIC assistant

<u>Millom TIC Assistant</u> (x 1, temporary contract to October 2007) – funded by Copeland with grant support from Millom Town Council; welcoming visitors, selling tickets and shop goods, information, cash handling, support tourism action plan events

Support is received from –

Regeneration – line management, Tourism Development support
Human Resources – staffing and recruitment
IT – computers, other technical equipment
Business Management - Public buildings maintenance, issues, procurement
Legal – Beacon redevelopment contracts
Finance – annual and monthly accounts, grants and project claims

Annual Budget

Beacon

(includes all management, operations, admin, retail buying, public buildings contribution for Museum Store and TICs)

£462234 for 2007/08

WARNING - This budget does not reflect the Business Plan upon which all funders including CBC have agreed monies towards the Beacon redevelopment.

Budget Build for 2008/09

As Year 1 of the approved Beacon Business Plan, the baseline budget should have been £485,455 and not £462,234 as current, resulting in an operational loss of £23221. This has a significant effect on savings etc within the budget build table.

Currently under discussion with Finance, but by my reckoning the "controllable expenditure" within the budget should be as follows –

£356997 (£333776 plus missing £23221); less £23200 budget adjust (budget bid for loss of 3 months income during closure); plus inflation £13352 gives 08/09 base budget of £347149. Can provide £7227 additional income (of £7206 required); also £5424 other savings (of £9546 required); but is subject to pressures amounting to £7760 (current figure shows as £30981 but should be less the missing £23221); resulting in 2008/09 budget of £342258, providing an overall saving of £4891 (towards required £11733).

Also Georgina had agreed that the **Public Buildings fund** should not appear within this "controllable" expenditure area but still appears and is currently included in the above figures.

Also the **"sinking fund"** does not appear in this table which was also discussed at the training session. Approval has been given for any additional income generated to be protected to allow it to grow for future redevelopment purposes. In the first few years we would not wish to allocate this to any particular code, but would want to carry it forward into future years.

Pressures mainly relate to increase energy costs, rates and especially ground rents relating to the new lease with Harbour Commissioners. Security services for cash collection are now borne entirely by the Beacon (formerly as a % of total Leisure bill), hence it has also increased. The Promotions budget must be made up to £34K to correspond with the Business Plan. The loss of internal catering facilities due to the creation of a new externally operated restaurant immediately means a £13721 loss of direct income (restaurant rental fee and service charges included).

Whitehaven TIC

£106951 for 2007/08

Budget Build for 2008/09

Baseline "controllable" budget £81493

£2700 income saving in 08/09 (of total £1393 required), and £2448 other saving (of a total £3558 required) and provides overall 08/09 saving of £3544

Pressures for this budget mainly relate to increased electricity costs and rates.

Millom TIC

Zero Budget; currently running at £10K loss. For the first time, this amount is being balanced against Beacon/TIC budget underspends which was not agreed.

Income Levels

Beacon

Achieving target income level for the Beacon is doubtful. A budget bid last year covered loss of income, but allowed for the Beacon to be closed for three months only (April – June). As the Beacon will not be reopening until October due to building works delays, a further 3 months loss of income has to be covered.

Required income for 2007/08 is £65227

Income to date is £9501

Balance £55726 (to be achieved from October to March 6 month period)

From Year 1 of the Business Plan (in reality 2007/08), the Beacon should be guaranteed a base line budget of £485455 (2004/05) plus annual inflation. Income/savings generated above the required amount are to be secured within the "sinking fund" to allow for future exhibition sustainability without further major redevelopment requirements.

Current overspend (due to closure) £28681 – to be reduced and controlled by increased income and restricted spending.

Income for 2008/09

Budget build offers total income of £87700

Whitehaven TIC

Income level for Whitehaven TIC has already been achieved.

Required income for 2007/08 is £12608

Income to date is £22142

Balance -£9534

It is intended that any underspend on the TIC account during 2007/08 is accrued into 2008/09 to enable a shop refit to take place (follows recommendations in TIC Review by Bowles Green, 2006). This amount can be used as match funding via Cumbria Tourist Board (NWDA money). It is anticipated that the cost of the shop fit will be covered from additional retail sales within 3 years.

Current underspend is £17260

Income for 2008/09

Budget build offers total income of £17612 (deliberately low due to anticipated shop refit)

Millom TIC

Without a retail budget, opportunities for generating income at Millom are extremely limited. Currently running at £10K loss which is being covered by Beacon/Whitehaven TIC underspends. The cost of providing the TIC service at Millom is inflated due to the fact that this budget also subsidises other tenants in the Station Building (service charges, utilities etc).

Savings Potential for 2008/09 onwards (against identified Controllable Costs document)

Beacon

All required savings can be met within anticipated income increases following redevelopment, but will affect overall "sinking fund" and will perhaps have to be approved by all 6 redevelopment funders.

Within the budget build, the following savings have been identified and included –

- Reduced contract cleaning due to changing Sanitary Services to a new supplier £1000 saving
- Catering Provisions due to no longer operating café £3348 saving
- Other savings have been identified using past budget records, or by excluding any inflation increases

Overall 08/09 savings £4891.

Over the following 2 years it will be possible to achieve the remaining required £6842 (total £11733)

Whitehaven TIC

All required savings can be met, but assumes redevelopment of shop to increase income potential.

Within the budget build, the following savings have been identified and included –

- Reduced advertising costs £1268 saving
- Other savings have been identified using past budget records, or by excluding any inflation increases

Overall 08/09 savings £3544.

Over the following 2 years it will be possible to achieve the remaining required £839 (total £4384)

Millom TIC

Zero budget; zero savings required; closure of Millom TIC likely (as recommended by TIC Review by Bowles Green in 2006).

SP:2/11/2007

Service Review 2008/09 – Economic Development

1.0 Service Description

The Council's vision statement is:

Copeland Borough Council – leading the transformation of West Cumbria to a prosperous future.

To support the delivery of this vision, the aims of this Service are to:

- Develop the local economy by supporting the growth of local businesses and the attraction of inward investment.
- Promote the borough as a location for visitors as a key player within the Western Lake District Tourism Partnership.
- Play a leading role in taking the Whitehaven Regeneration Programme forward in fulfilment of the Council's obligations under the delivery framework document.
- Deliver key elements of the West Cumbria Spatial Masterplan (2026)
- Support community renewal and regeneration through locally based strategic engagement vehicles and local area fora.
- Work with the Nuclear Decommissioning Authority to manage the downsizing of the industry and the consequent socio-economic consequences
- Support business diversification and new commercialisation opportunities within the nuclear cluster

1.1 Our customers and strategic partners are:

- Internal – Corporate Team, Members , Other departments within the Council
- External – Copeland business community, potential inward investors, tourism operators and intermediaries, developers, partner organisations – West Lakes Renaissance, West Cumbria Development Agency, NWDA , Cumbria Vision, NDA , English Partnerships (Land Reclamation Trust) , Heritage Lottery, Market Town Management Boards , West Cumbria LSP and Cumbria LAA co-signatories , Coalfield Programme , ERDF ,etc.

2.0 Staff and Roles:

Head of /Regeneration – Mike Tichford

Economic /Development Manager – Peter Meadows

Senior Regeneration Projects Officer (Community /Renewal) – Chris Pickles

Regeneration Projects Officers – Sherrie Lewthwaite
Diane Ward

Regeneration Technical Officer – Carol Robertson

MTI Managers – Simon Walker
Nash Thakker

MTI Support Staff

2.1 Inter-departmental dependencies

The following are an approximate ordering of the importance of other CBC functions to the operation of the Economic Development Service

Supplier Services	% interactions
Local Plans / Sustainabity Strategies	15
Development Control inc Bldg Control	10
Beacon – Cultural Svcs	10
Finance, Business Devlpt and IT	20
Audit	5
Performance	5
Communications / PR	5
Legal	15
Leisure Services	5
MTIs	10

3.0 Annual Budget 2008/9(non-staff costs)

See budget build exercise

4.0 Options for Increasing Income

1) Charge a premium mark-up , above and beyond recovery costs , for providing accountable body / bankrolling facilities to regeneration project managers . collection of full recovery costs in itself would be an improvement across all the projects deriving these benefits.

2) Charge management fees to external organisations and funders for projects managed on their behalf within the Borough

3) Request to NDA socio Economic Fund for additional resources which build into a common plan with the Borough to address major socio-economic impacts of the restructuring of the nuclear industry

4) Increase rentals at Phoenix Ctr (Ph 3) to generate increased surplus, ot change terms of lease at next review to augment CBC return

5.0 Savings Potential

1) Reduce contribution to WLDTP by 20% p.a. = £5k p.a .Difficulty arises re existing SLA , but if project underperforming we can argue case for reduction

2) Review contribution to Invest in Cumbria (earmarked from Reserves)

3) Temporary redeployment (at no cost) of qualified Sellafield staff undergoing decommissioning impacts and able to transfer on short term contracts for bespoke pieces of work

4) Reduce grants to external bodies by set percentage. Not really feasiblr in view of pressures on service and need to accommodate community renewal priorities

DEVELOPMENT SERVICES – SERVICE REVIEW 2007 / 08

1.0 INTRODUCTION

1.1 Committed to the principles of sustainability, our purpose is to provide top quality planning and building control services which help to make Copeland such a wonderful place to live, work and visit.

1.2 Development Services forms part of the Regeneration business unit and has an establishment of 20 fte professional, technical and administrative support staff engaged in the receipt, processing and determination of applications for planning permission and building regulations approval. This is a statutory function in respect of development control but non-statutory for building control. The service also takes a non-statutory lead on planning enforcement, disability access matters and street naming and numbering whilst also having a statutory responsibility in respect of dangerous structures.

1.3 Whilst pre-application advice forms an important element of service provision the regulatory role of both development control and building control is the primary function of Development Services. Statutory indicators measure development control performance whilst building control performance is measured by local indicators. Both are performing well at present as evidenced by the mid-year out turns (Appendix 1 refers).

2.0 CORPORATE PLAN DELIVERY

2.1 The Service is committed to achieving the following generic corporate objectives:

Ref:	Lead Service	Action	Outcomes (measurable)	Target Date
1.1.1	Corporate Team	Develop a series of 1 year delivery plans. Monitor and review progress and take action as appropriate.	Be recognised as a credible organisation that delivers on its commitments.	Annual.
2.3.4	Corporate	Take a lead in setting an example to other employers: • Encourage take up of learning opportunities amongst Copeland Borough Council staff. • Provide opportunities for staff progression to take up hard to fill vacancies. • Continue apprentice schemes. • Develop new trainee schemes.	Staff retention. More effective use of human resources. Providing leadership to other employers.	2007. 2008. Ongoing 2008.
2.4.3	All services	Implement project plan and actions against Equality and Diversity standard, and in line with the Council's Social Inclusion Policy.	Copeland Borough Council will achieve Level 3 of the Equality and Diversity Standard. Departments will consider equality and diversity and social inclusions issues within all of their activities, both internal and external.	2009.
2.5.6	All services	Service areas will improve delivery to meet internal and external customer needs.	Improved customer service and BVPIs in top quartile.	To 2012.
2.6.2	Policy & Performance	Create annual officers training and development plan to meet corporate objectives.	Training programmes completed and qualifications achieved.	Annual April.
2.6.5	Policy & Performance	Implement effective performance management system for all staff.	Staff will have objectives linked to the corporate plan and will be monitored against them.	2008.
3.2.1	All Services	Mainstream S17 of the Crime and Disorder Act 1998 in all Council activities through an audit process.	Identification areas of good practice and gaps; report recommendations identified.	July 2007.
3.2.2	All Services	Close gaps found in S17 audit.	Improved delivery of services, ensuring that they meet S17 requirements.	July 2009.

2.2 In addition, the Service will lead on or be strongly supporting the following 5 Year Plan objectives:

Ref:	Lead Service	Action	Outcomes (measurable)	Target Date
2.2.9	Regeneration	Provide top quartile service in Development Control and Building Control.	Effective development, investment and regeneration, with increased availability of the built environment.	2010.
2.2.10	Regeneration	Enhance the architectural and historic environment in our towns.	Increase in quality of the environment; vitality of our towns; tourists visits; and regeneration.	2012.
2.2.1	Regeneration	Implementation of the Whitehaven Regeneration Programme.	Regeneration of Whitehaven – environmental and infrastructure improvements, increased no of businesses, employment, crime prevention, visitor numbers and spend.	2012 onwards.
2.2.5	Regeneration	Contribute to the West Cumbria Delivery Team for regeneration projects.	Delivery of the West Lakes Renaissance business plan and other regeneration projects across West Cumbria.	2012.

3.0 NO. OF STAFF AND THEIR ROLES

3.1 An organisational chart for Development Services is attached (Appendix 2). It is anticipated that all vacant posts will be filled before April 2008.

3.2 As a response to poor past performance in dealing with major planning applications a Planning Consultant is employed 2 days / week, funded from a combination of vacancy management and Planning Delivery Grant (PDG). The Project Administrator post is fixed term, expiring on 31st March 2008, and is externally funded through the PDG.

3.3 Support is also received from:

- Regeneration colleagues – local plan policy / guidance.
- Leisure and Environmental Services – statutory consultee (noise / odour nuisance; drainage; landscape advice; etc).
- Legal and Democratic Services – drafting legal agreements and statutory notices. Legal advice.
- ICT / GIS – technical support, especially in relation to procuring new software system.
- Policy and Performance – Process Improvement Team (PIT) involved in service improvements.

4.0 ANNUAL BUDGET

4.1 The current controllable cost for the Regeneration business unit is approx. £1.21m with target savings to be found of £65305. This review will examine how Development Services may maximise its contribution to this savings target.

4.2 The review affords the opportunity to realign resources in accordance with corporate priorities. By re-examining how we do things together with income streams the remainder of this report will look at how we propose to continue delivering high quality services next year whilst making efficiency savings to plough back into service delivery.

5.0 INCOME LEVELS

5.1 Both building control and development control generate income streams from nationally set fee schedules, although there is some local discretion in relation to building regulations fees. **Surplus** fee incomes since 2004 / 05 have been as follows:

	Building Control	**Development Control**
2004/05	**58115**	**71580**
2005/06	**44037**	**54485**
2006/07	**40977**	**53651**
2007/08 (half year)	**363**	**37085**

5.2 As regards development control fee income there is no indication of a likely downturn in the local economy next year. On the contrary, prospects are looking good with considerable activity in the retail sector (Tesco/Asda); Whitehaven harbourside regeneration projects; other residential developments throughout the Borough and ongoing development at Sellafield and Westlakes. It is, therefore, reasonable to assume significant surplus planning fee income next year, especially in the light of proposed 25% fee increases from 1st April 2008 except for 'householder' applications where the proposed fee increase is limited to 10%.

5.3 A more cautions approach needs to be taken in respect of building control fee income. As can be seen from the above figures there has been a dramatic reduction in surplus fee income for building regulation applications in the first half of this year. This may be a "one off" but there is no doubt that strong competition from the private sector combined with the increasing loss of work to other Local Authorities through partnership agreements is having, and will continue to have a significant impact unless we can rise to the challenge by enhancing and promoting our marketing profile.

5.4 With a few exceptions to be addressed in the final section of this report it is not considered prudent to advocate substantial savings from building control next year for the following reasons:

- Increased competition and resultant loss of income as referred to at 5.3 above.
- The need to maintain a 3 year rolling business plan in accordance with statutory requirements.
- Following a prolonged period of being under-resourced due to experienced staff leaving the Authority we are in a transitional period of recovery necessitating reinvestment in process improvements such as ICT / use of mobile technology; associated staff training and marketing our service offer.
- The possibility of a Cumbria wide building control body is currently being investigated.

6.0 SAVINGS POTENTIAL

6.1 Careful consideration has been given as to how building control and development control can individually and jointly achieve savings next year.

6.2 Dealing first with building control :

- Due to staff shortages Building Regulations plan checking has been outsourced in recent years (JBC). Costs as follows:

05/06	£26534
06/07	£24082
07/08 (half year)	£10956

Although the **<u>number</u>** of non-commercial applications greatly exceeds those relating to commercial development, the **<u>value</u>** of the two elements is about the same.
Non-commercial plan checking is, incrementally, being brought back in-house.
POTENTIAL SAVINGS OF £12 – 15000 ARE LIKELY TO ACCRUE IN 2008 / 09.

- Two of the Council's Building Control Officers are qualified SAP Assessors (calculation method for domestic buildings) and have received iSBEAM training (generation of CO_2 emission calculations for new commercial buildings). Local agents struggle to find suitably qualified people to carry out their calculations. There are presently no other qualified iSBEAM assessors in Cumbria and only one SAP assessor in West Cumbria.
AN ADDITIONAL INCOME STREAM COULD BE GENERATED BY OFFERING THESE SERVICES TO CLIENTS. THIS WILL BE INVESTIGATED IN DETAIL TO DETERMINE A / VIABILITY
B / PROJECTED INCOME

- Local Authority Building Control (LABC) partnership agreement(s) – currently in discussion with a locally based national company. If a partnership agreement is entered into, Copeland would be relevant Building Control authority for all plan checking associated with that company's developments nationwide.
ADDITIONAL INCOME STREAM WOULD ACCRUE, BUT AS YET CANNOT BE QUANTIFIED.

6.3 As regards development control :-

- Surplus planning fee income potentially offers the greatest opportunity for savings. Assuming the annual budget remains static and taking into account surplus incomes in recent years and the proposed fee increases next year a substantial surplus planning fee income can be anticipated next year. Allowing for probable increased spend on professional consultancy fees, A SURPLUS PLANNING FEE INCOME IN EXCESS OF £50000 IS ANTICIPATED NEXT YEAR.

- At present, none of the Cumbrian planning authorities charge for pre-application advice. This could provide AN ADDITIONAL INCOME STREAM BY LEVYING A SCALE OF CHARGES FOR PROFESSIONAL ADVICE offered in respect of commercial and residential development proposals. Council would have to approve such a scheme. In the first instance, however, it is proposed to raise the issue via the Cumbria Development Control Officers Group to determine whether a county wide scheme could be set up.

6.4 Finally, looking at building control and development control together :-

- Electronic scanning of planning and building regulations files is presently outsourced. This cost £8635 in 2006/07. It is proposed that we purchase our own scanner / copier / plotter for approx £12000 using Planning Delivery Grant. This is labour intensive work and even though we would need an additional labour resource (student placement?) economies would certainly accrue over a period of years.

- The MVM software contract was terminated on 30th September 2007, resulting in an annual licence saving of approx £10000. Council has approved a tendering exercise to procure and implement a replacement system. This work is ongoing. Cost implications are unknown factors at this stage.

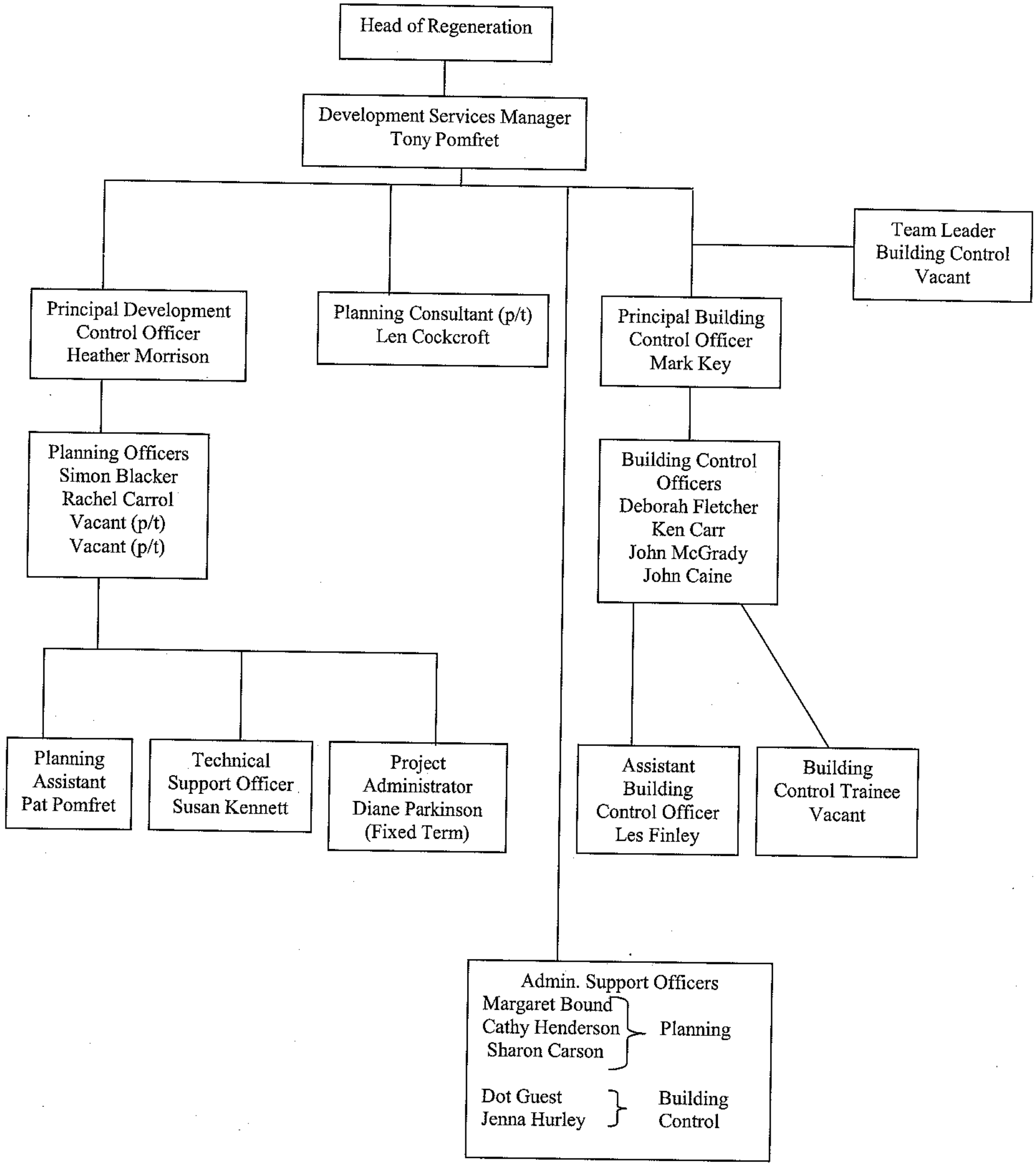
DEVELOPMENT CONTROL PERFORMANCE MONITORING 2007 / 08

	2nd quarter July – Sept	Half year – April - Sept
PI 109 (a) **Major planning applications dealt with <13 weeks** **Target is 60%**	**66.67%** **(2 out of 3)**	**66.67%** **(8 out of 12)**
PI 109 (b) **Minor planning applications dealt with <8 weeks** **Target is 65%**	**73.81%** **(31 out of 42)**	**74.73%** **(68 out of 91)**
PI 109 (c) **Other planning applications dealt with <8 weeks** **Target is 80%**	**95.69%** **(111 out of 116)**	**90.43%** **(208 out of 230)**
PI 204 **% of planning appeals allowed** **Target is 25%**	**0%** **(3 appeals – all dismissed)**	**28.57%** **(2 out of 7)**

BUILDING CONTROL PERFORMANCE MONITORING 2007 / 08

	2nd Quarter July – Sept	Half year April - Sept
Full plans decided within 5 weeks	**78%** **(86 out of 110)**	**81%** **(197 out of 244)**
Full plans decided within 8 weeks	**97%** **(107 out of 110)**	**97.5%** **(238 out of 244)**

APPENDIX 2


Head of Regeneration
Development Services Manager Tony Pomfret
Principal Development Control Officer Heather Morrison
Planning Consultant (p/t) Len Cockcroft
Principal Building Control Officer Mark Key
Team Leader Building Control Vacant
Planning Officers Simon Blacker Rachel Carrol Vacant (p/t) Vacant (p/t)
Building Control Officers Deborah Fletcher Ken Carr John McGrady John Caine
Planning Assistant Pat Pomfret
Technical Support Officer Susan Kennett
Project Administrator Diane Parkinson (Fixed Term)
Assistant Building Control Officer Les Finley
Building Control Trainee Vacant
Admin. Support Officers
Margaret Bound
Cathy Henderson
Sharon Carson
Planning
Dot Guest
Jenna Hurley
Building Control