

Item No. 8.	Classification: Open	Date: 7 March 2023	Meeting Name: Cabinet
Report title:		Evaluation of the great estate improvement pilots and next steps	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Darren Merrill, Council Homes and Homelessness	

FOREWORD - COUNCILLOR DARREN MERRILL, CABINET MEMBER FOR COUNCIL HOMES AND HOMELESSNESS

The great estates programme sets out our vision for our council estates; this report evaluates the estate improvement pilots and lays out the way forward.

The success of the pilots cannot be under estimated and the difference they have made to the look and feel across the seven estates that were selected to be pilots. Working with residents to co-design improvements that they wanted to see. I myself have seen the improvements from bin storage, bike racks, allotments and lighting. The change a modest investment can make is remarkable.

The next steps is to embed this into our work on our estates and bring forward other projects across the council. We have approved a growth of £335K at the cabinet meeting in January. A modest amount in the great scheme of investment our estates need, but what the pilots have proven is the in-kind money and time from others this will attract, though grants, bids to other programs, and work with our partners from within and outside the council.

Clearly the success of the pilots must be built upon and this paper outlines that plan.

RECOMMENDATIONS

1. Note the evaluation of the Great Estates Improvement Pilots as set out in paragraphs 6 to 23.
2. Approve the approach to taking forward ongoing work as set out in paragraphs 24 to 30. Including exploring the use of social value in housing contracts to support estate improvements and to supplement the growth approved by Cabinet of £335k.

BACKGROUND INFORMATION

The Great Estates Programme is about celebrating our estates, to affirm them as integral to our long-term vision of the borough. The three components of the programme are:

3. The vision

- **Celebrate our council estates** – We will celebrate our estates and be ambitious about their future. We will always be honest about the challenges and challenge ourselves to make Southwark estates the best they can be.
- **Encourage integration** – Our estates are part of the bedrock of Southwark. Mixed communities playing their part in the borough's economy and life are integral to the future of the borough. We want to expand and enrich our estates, with redevelopment always a last resort.
- **Respect where we live** – Working with residents every estate should be **clean, safe and cared for**. Communities should have ownership over their estate and a shared stake in its future. High standards of repair and maintenance will mean Southwark's estates are great places to live.

4. The Great Estates Guarantee and Commitments – The Guarantee states that: “Southwark Council guarantees that we will listen to and respond to our residents and work effectively together to make our estates clean, safe and cared for.” This is supported by a baseline set of standards.

5. Co-produced Estate Improvement Plans – These plans are *resident led* where communities come together to agree a plan for an estate improvement which will help contribute to improving the feel of the estate. The Estate Improvement Plans will provide a way for residents to have a say in the use of internal and external resources to improve the communal areas of their estates.

KEY ISSUES FOR CONSIDERATION

Estate Improvement Pilots

6. Seven estates across the borough were selected to be pilots. Some of these estates, such as the Brandon, are very large with more than one TRA.

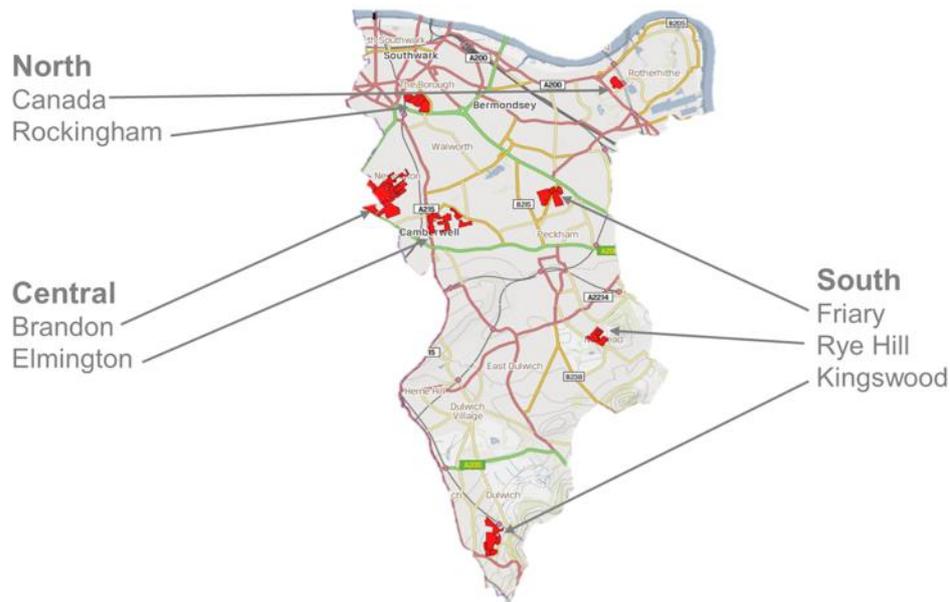


Figure 1 The 7 pilot estates

Engagement Plan

7. We developed an engagement plan in January 2020 with the goal of ensuring that we made better decisions based on the dialogue we had with residents. We believed that good engagement is an important part of the process to deliver a successful programme, the aims of our engagement were:
 - a. For people living on our estates to feel proud to call their estate home and be confident that the council is on their side, managing the estate in partnership with them to ensure their estate is a great place to live.
 - b. To identify opportunities for broader resident involvement and developing the social stewardship of each estate.
 - c. To ensure residents are in control of their own space - capturing long-term aspirations, with a transparently costed and resident-led 'wish list schedule' for estates.

Co-design

8. As part of approach to developing a consistent approach to consulting with residents, we worked with a local consultancy to develop a co-design toolkit. This toolkit can be used in the future to support initiatives. The co-design toolkit is provided at Appendix 2.
9. We planned to use a range of face-to-face methods such as workshops, drop-in meetings, door knocks and other methods of engaging and involving residents. Especially focussing on residents not usually engaged in existing systems. However, due to the Covid restrictions from March 2020 we had to pivot our engagement approach by moving it online - this was uncharted territory for us, and we had to learn as we went along. Given our experiences of online engagement, we have concluded that face-to-

face is far more superior as various nuances are lost in online communications.

10. We have found that it is the quality of the relationship that matters when working closely with residents on projects that impact their day-to-day lives, as we need to understand their context and challenges.
11. On each estate we have managed to engage with a core group of residents online to develop Estate Improvement Pilots (EIPs) and the continuous feedback from them has enabled us to iterate and refine our approach in the implementation of GEP projects. However, this has taken significantly longer than originally anticipated.
12. The pilot trialled different ways of devising and delivering improvement works on a range blocks and estates, with a license for creativity and managed risk-taking to try new approaches to solve issues on the estates.
13. Estate walkabouts were conducted with Councillors and TRAs. We wrote to all pilot residents to ask if they were interested in getting involved in the co-design process. We attended online Area Forums and TRA meetings between to promote GE and to encourage residents to engage with us.
14. A Commonplace website <https://greatestates.commonplace.is> was developed to update stakeholders with information about our ideas as they developed and, importantly, allowed residents to share their views and comments transparently.

Estate Improvements

15. A wide range of improvements were delivered, including:
 - a. Community art projects, with residents and their children contributing to designs;
 - b. New waste and recycling bins, including a pilot on food waste;
 - c. New lighting;
 - d. New and renewed play areas;
 - e. Replacement of fences;
 - f. Improved security, through deployment of mobile CCTV;
 - g. New signage and wayfinding, including electronic notice boards.
16. Appendix 3 provides an update on the various improvements that have been made on our estates in a new version of the Great Estates Guide.
17. One of the more complex parts of the programme has been to improve waste management. We have worked closely with residents, Environment

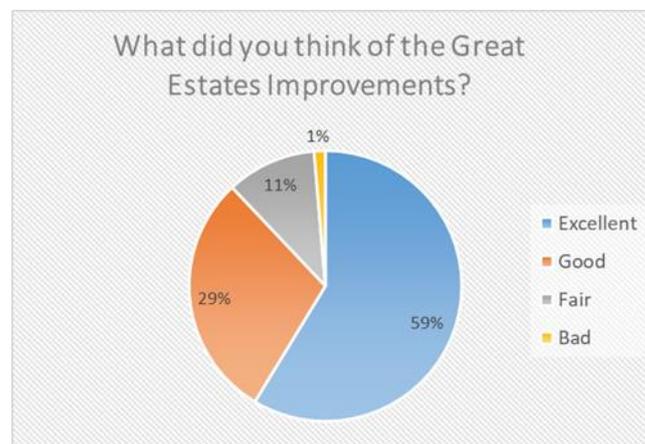
and Veolia to look at food waste, recycling and improving bin enclosures. Taking into account residents wishes while addressing accessibility issues so that contractors can deal with waste in an efficient way.

Gardening and food growing

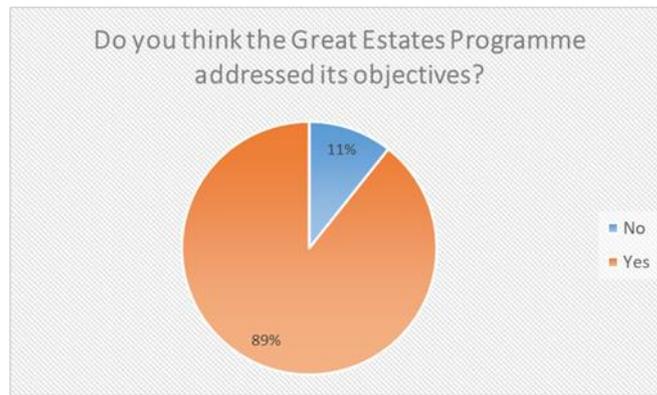
18. In April 2020 Cabinet approved the expansion of allotments and growing spaces on our estates as part of the Great Estates Programme. Part-time gardening co-ordinators were appointed to support this initiative. The gardening co-ordinators have developed the right skills, relationships and credibility with residents. As with the wider programme gardening initiatives are led by residents and our role is to support them. Many residents, of all ages, are now involved in gardening activities on estates. Benefits include food growing, improvements to health from being active, providing a sense of community and combating loneliness. Since the start of this project 190 growing plots have been delivered or are in the process of being delivered. The team have also trialled the establishment of wild meadows. Wild meadows improve biodiversity and could potentially reduce the costs of grounds maintenance. Various examples of gardening schemes can be seen in the updated guide (appendix 3).

Evaluation of the programme

19. We carried out a survey to evaluate residents' views on the programme. The survey was conducted over a 3 week period and we received 75 responses. The survey responses were submitted anonymously.
20. When asked 'What do you think of the Great Estate Improvements (including gardening/food growing) Projects?' 88% of residents rated the improvements as excellent or good.



21. When asked 'Do you think the Great Estate Programme has addressed its objective of Clean, Safe and Cared for?' 89% of residents agreed.



22. When asked if residents were proud to live on their estate following the work of the programme, 93% of residents agreed.
23. There were a number of free text questions in the survey. The overwhelming response regarding the success of the programme related to having residents at the heart of the plans: with residents selecting priorities for their estate and shaping the solution.

Comments from residents and other stakeholders

- **Canada Food waste recycling project:** *“The bins are working very well and we are very happy to have them on the estate. I have noticed that there has not been a lot of food dumped in the recycling bins now so thank you very much for supplying the bins for us”.*
- **Brandon 3 Re-surfacing works:** *The surface and surrounds look brilliant. The double yellow lines and parking bays gives structure to how residence park and use the square, allowing for safe access and use by others. On the whole, this is so much more than I imagined especially with the detailed repairs and finishing to the surrounding brickwork and cleaning of the 'D' wall. Huge thanks from Brandon 3TRA! Please pass on my Thanks to Terry and his team - who were efficient, professional, friendly and very speedy in their work.*

“Thanks so much for the update. Such great work – I was speaking to Sheila and Eileen the other week and they were raving about the great estates and gardening team”

- **Brandon 2 community allotments:** *“We’ve been waiting for this kind of opportunity for years, and it’s so exciting to finally have these beds to grow different things in. We feel so lucky to have this space just for us, especially after all these lockdowns. I lost my job, so it’s been important for me to keep busy and be outside. This is something I can really focus on”*

- **Brandon 3 lighting project on Grimsel Path** - *I just wanted to write in to say how brilliant I think the light installation on Brandon 3 is. It's great to see this space being brought to life. It really transforms what was previously a somewhat unwelcoming and unloved space. What is the plan for it? I'd be keen to have it stay for good!*
- **Bateman House, Brandon 1 Estate** - *Firstly I would like to say it has been a pleasure dealing with the Great Estates team over the past year. I feel very lucky to have been on one of the estates that was selected to take part in this project. The Brandon is a great place to live and a project like this is fantastic to bring the community together, meet new people and improve where we live which gives us all a better quality of life. All the way through I felt that the GE team, engaged with us, listened to us and were very proactive in getting things done.*

After 20 years living here, the basement of the blocks looks so much better with the new planting, including a large triangular area outside my block which is transformed. Many people comment on how much better it looks and it is great to have a hobby to get involved in.

We have yet to see the improvements with the rubbish area but again we have made major progress and we will see the benefit soon.

I am very excited at what we may be able to achieve in our main shopping area Maddock Way which the GE team has been exceptional in helping us with. They are open to new ideas, can visualise what we are trying to achieve and it has been fantastic in helping us get there with their contacts, patience, and continual engagement.

We now have 10 new growing spaces, built to a very high standard which will last for at least 70 years! Already the new gardeners are reaping the rewards of what they have grown and sharing their products with us. Some gardeners are benefiting from the social aspect of what this has given this is very valuable after a lock down where people living on their own were getting depressed.

- **Morton House, Brandon 1 Estate** - *There is already a noticeable improvements on the estate with the planting of the new trees, bushes and flowers near the buildings, which makes the area look greener and nicer and creating a better environment for residents. The gardening project and building a new beds near the Cooks Road was a wonderful idea. It gives everyone involved a great opportunity to be outside more, meet a new people and socialise with your neighbours. I think this is an excellent way to improve people's wellbeing.*

- **Morton House, Brandon Estate** - its great meeting new people who happen to live on your estates with common ground like love of gardening. Seeing someone on your estate who you can stop and have a chat with, see the improvement of the cleanliness, the plants and flowers give you a sense of pride. Loving where you live more it left your spirit to just walk and see greenery instead of concrete. You want to find more ways of building in the success you can see all around you. So, you are planting what you want to achieve in growing next spring. It's all good vibes.
- **Molesworth House, Brandon 1 Estate** It's really wonderful to be a new gardener and to be given my own bed to plant in. I'm loving all the new flowers planted in front of the towers they are helping to beautify the estate.
- **Molesworth House, Brandon 1 Estate** There has been a noticeable buzz around the Royal Road part of the estate since the new beds have been installed, and that's not just from the bees attracted by the new plants! We know that lots of residents care about the estate and the planting outside the tower blocks helps to demonstrate this. I really welcome the engagement that has come from Southwark, particularly David Suen, to make sure we get the right solutions.
- **Lorimore Road, Brandon 1 Estate** I was truly overcome and impressed by the noticeable improvements resulting from the new raised beds I looked at on our recent tour of the areas around the estate.
- **Brandon 1 Estate** - "We have found the experience of working with the great estates team to be very productive, and we feel that the projects that we have chosen to work on will have lasting benefits on Brandon 1. The refresh of the planting outside the tower blocks has transformed the entrances to the blocks, and feedback from residents has been unanimously positive.

The new brick built growing plots have been well received by our gardening community, and we have ten new gardeners' allocated plots, and have a waiting list of residents who want to get involved. The community gardening is a social club which our residents enjoy, and it has been a wonderful opportunity for residents to socialise during the recent pandemic.

The other big idea that we came up with was the refurbishment of Maddock Way, and the great estates initiative was the impetus that got the community involved in coming up with ideas for how we can improve this space. We have engaged with residents, businesses, and have actively sought out extra funding to develop the space beyond the GE budget. We are looking to put in a weekend farmers market, bring back into use some of the void retail units, design and install some works of public art to brighten

up the youth centre & library, and install some planting & seating to transform the space.

The GE team were engaging, listened to what our residents wanted, and really went the extra mile to work with us to develop a plan to properly improve the estate. Communication has been top class, and we jointly worked through ideas that will have a lasting impact on people both living on and using the Brandon"

- **Rye Hill Estate – Food growing and gardening project** - *Following on from this afternoon, a huge thank you for the gardening space. It looks amazing and well put together. Thank you for trusting us that it just needed to be built and we'll do the rest. The Turkish lady popped over to look at it and changed her mind about delaying her involvement. I've attached a photo of her to this email. "Build it and they will come".*
- **Unwin Estate** - *Top-down approaches do not work - the only sustainable long term changes need to be community driven and respond to real needs not perceived ones. I think Great Estates should be rolled out on this basis to other estates - bearing in mind a lot of work needs to be done on engaging with communities that have felt ignored and the victims of tokenism.*
- **Northfield House** - *Yes absolutely, if they [the consultation events] are facilitated well and the team were great at using the time efficiently and reaching agreement. Definitely more opportunities to have resident led activities. I have seen a huge increase in the number of residents now using the space. It's been a positive change. Thank you.*
- **Waste Management (Environment)** – *The Great Estate programme included a number of measures to improve waste storage on several estates, by replacing freestanding bins with proper enclosures that have signage in place to help residents use them correctly and deter fly-tippers. This has been successful in reducing complaints received by the waste management service, reducing the level of contamination and the dumping of waste around bins, and has linked to information provided to residents to enable services improvements and easier reporting of issues. This has been an extremely useful learning experience which has helped demonstrate how improvements in infrastructure have helped keep estates cleaner, and helped us improve services on an ongoing basis. I would certainly recommend the approach that has been piloted on these estates for general application throughout Southwark's estates as it offers the prospects of reduced operational costs incurred for cleaning estates that will offset the capital investment required.*

- **Waste Management (Veolia)** – *The Great Estates project has seen significant improvements in recycling and waste management on some of the largest estates in Southwark. On Canada Water, through the improvements made to their recycling and waste infrastructure, we have been able to introduce a food waste collection, a vital service for residents that contributes towards Southwark's target to be carbon neutral by 2030. On Brandon Estate an incredible 67 units have been introduced and great feedback has been received from residents and the estates cleaning team who all commented on how much tidier they make the estate look. For our collections teams, they have increased the efficiency of their rounds as the extra recycling bin capacity means residents now prefer to bring their recycling to the bins rather than keeping it in their homes to present on their bag collection day. This also means that hallways are a lot clearer and safer for everyone.*

Next steps for the great estate programme

24. The improvement pilots fit closely with the council's vision of having a people powered approach to creating thriving and sustainable neighbourhoods. The work of the pilots aligns well with the developing strand of work in making better use of public land, which is being taken forward by the Land Commission. There are a number of examples where unused pieces of land have been brought back into use to create gardens, wild meadows, allotments and new play areas.
25. The aim is now to embed this approach into future working. There will be an annual programme of delivering estate improvements, in keeping with the principles established by the pilots, the improvements are to be agreed and co-designed with residents. The annual programme is to be approved by the Lead Member of Council Homes and Homelessness through the IDM process (Individual Decision Making).
26. Cabinet have approved growth of £335k at the Cabinet meeting in January 2023. This will support the delivery of estate improvements and delivering gardening and food growing on our estates. As with the pilots, it is envisaged that officers will seek to supplement this budget through other means, such as grants, bids to other programs, and working with partners.
27. A strength of the programme has been to work with a range of partners inside and outside the council. We have built on the positive work already delivered on our estates, particularly with the work carried out with young people on the Brandon Estate. Strong relations have been built with colleagues in delivering improvements in waste management, public art, gardening, lighting and community safety. These partnerships will be maintained and strengthened to ensure there is a 'one council' approach to delivering estate improvements.

28. The housing department lets major contracts to build new homes, and to repair and maintain homes. Extracting social value from these contracts could significantly add to the resources available to deliver estate improvements. Major works and new build, although providing considerable benefit ultimately, can cause disruption and noise nuisance when underway. It is proposed that some of the social value contribution should be used to deliver estate improvements on those estates, selected and co-designed by residents, in keeping with the principles established through the work on the pilots. It is recognised that this is a complex area and many practical issues need to be addressed.
29. It is proposed that the Resident Involvement Team will take the lead on future estate improvement plans. They have established links with residents, TRAs and TMOs. A set of resources have been produced, that will support officers carrying out future work on estates, and these are appended to this document. These are:
- a. The co-design toolkit
 - b. A revised Great Estates guide
 - c. A sample Estate Improvement Plan.
30. The Area Management Team, within Resident Services, will embed and strengthen the Great Estate Guarantee by putting it at the heart of all activities on estates and adding it as an integral part into all relevant procedures including processes for training our teams and inducting new officers.

Policy framework implications

31. There are no policy implications from this report. Cabinet is asked to approve the approach for taking forward ongoing work in paragraph 24 to 28. This will involve exploring the use of social value in contracts to support estate improvements to supplement the growth approved by Cabinet of £335k. Where a contract is agreed that will be in line with existing policies and processes at the time.

Community, equalities (including socio-economic) and health impacts

32. This report demonstrates how the Great Estate Pilots have had a positive impact on the communities living in the estates. There has been evidence of people coming together to discuss issues, develop solutions and work together to look after and make use of the improvements introduced. The work has highlighted the importance of effective consultation to ensure residents are aware of any proposed changes so that any potential unforeseen potential negative impacts can be addressed. Any future consultation needs to continue to ensure that all members of the community

are given the opportunity to be involved, taking account of all protected characteristics as required.

33. The work on Great Estates has been positive and no negative impacts in relation to community, equalities or health impacts have been raised. This report is proposing to continue with the programme as equality and health analysis demonstrates the Great Estates improvements should that the policy show no potential for discrimination. Instead, they should provide further opportunities to advance equality of opportunity and foster good relations between people with different protected characteristics.
34. There are many positive health impacts from the programme. These are hard to quantify but there are positive mental health impacts of people feeling happier and proud of their estates. Being involved in developing the estate action plans, and then coming together enjoying the improved spaces, can provide a way to bring people together and tackle loneliness. Improved play facilities and outdoor gym activities can lead to a more active healthier lifestyle. Working on gardens and allotments has both physical benefits through the exercise, potentially an improvement in diet, and also a positive impact on mental health. Further action plans should continue to consider opportunities to maximise health benefits for residents.

Climate change implications

35. While not the primary driver, many of the Great Estates Pilots have made their contribution towards helping to tackle climate change. The introduction of additional food waste recycling bins mean less waste will go to landfill. Wild flower meadows help reduce the use of machines used to mow those areas, as well as improving bio-diversity. Thanks to the ongoing work of residents, the allotments will hopefully continue to provide a supply of locally grown food, reducing transport costs and use of packaging.
36. Where further work is planned through future Estate Improvement Plans there will need to be consideration of the potential climate change implications, such as considering where any materials are coming from and using sustainably sourced products. These should continue to minimise the impact of energy usage, such as through use of energy efficient led lighting and use of renewable energy sources.

Resource and financial implications

37. **Budget issues** - The council reallocated a budget, from the 'visible difference' budget, for the delivery of the great estates programme pilots, with the ability to roll-forward any underspends to future years. This funding ran for 3 years and ended in March 2022. Underspends were carried forward to support gardening and food growing projects for a further year

and to finish off some works delayed to being contingent on other programmes.

38. **Staffing** - In terms of staffing resources, four officers were recruited on fixed-term contracts. Comprising of two service development managers (1.5 FTE) and two part-time gardening co-ordinators (approximately 1.2 FTE). These officers have developed considerable skill and experience. Staffing costs amounted to approximately 17% of the total funding for the programme.
39. **Financial issues** - As part of the programme we looked to bring in additional funding, by collaborating with other organisations and bidding for available grants. We also worked with contractors on estates to provide 'in kind' support, such as building new play areas, allotment sites and other works.
40. Cabinet has approved growth of £335k at the meeting on the 17 January 2023 in order to continue with estate improvements from 2023/24. We will aim to expand the resources available as set out in paragraphs 26 and 28 above.

Legal Implications

41. There are no significant legal implications arising from the recommendations in this report. A comment from the Assistant Chief Executive, Governance and Assurance is included below.

Consultation

42. There has been considerable progress on the Great Estates Programme. The Great Estates Cabinet paper in July 2021 set out the results of consultation on the Guarantee and Commitments.
43. The council held a public call for ideas on the Great Estates Programme - Estate Improvement Plans through an online survey on the Council's consultation hub. Hard copies of the survey were also provided at Community Councils. The consultation took place from 20 May 2019 to 01 July 2019. There was a large response; 388 responses were received, many of which were incredibly detailed and covered suggestions from across the range of issues; gardening projects, community art, waste, cleaning, community activities etc. These comments informed the estate improvement plans pilots.
44. The Estate Improvement Plans provide a way for residents to directly have a say in the use of internal and external resources to improve the communal areas of their estates. Paragraphs 7 to 14 set out how we have worked with residents to work up the plans for the pilots. The pilots have been an excellent example of how to consult with residents to improve the estates in the borough.

45. Where further Estate Improvement Plans are agreed, these will continue to be driven by local residents, with opportunities for engagement with the whole community.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive, Governance and Assurance

46. This report asks the cabinet to note the evaluation of the Great Estates Improvement Pilots.
47. There are no significant legal implications arising from the recommendations in this report. Should legal issues arise as the project progresses, the Assistant Chief Executive, Governance and Assurance and her staff will provide advice to officers as required.
48. The cabinet's attention is drawn to the Public Sector Equality duty (PSED) under the Equality Act 2010, which requires public bodies to have regard, when making decisions, to the need to eliminate discrimination, advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and those who do not share it. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. In addition, the council also considers socio-economic impact.
49. The cabinet is referred to the community, equalities and health impacts section of this report. The PSED is a continuing duty and the EIA will need to be re-considered and updated as the project develops.

Strategic Director of Finance and Governance

50. The Strategic Director of Finance and Governance notes the evaluation of the Great Estates Improvement Pilots and the approach to taking forward ongoing work. There are no financial implications arising as a result of this report, however, all agreed commitments will need to be managed within the Great Estates annual budget of £335k, supplementary contributions or alternative existing budgets.

BACKGROUND DOCUMENTS

Background Papers	Weblink	Contact
Southwark Great Estates Programme - Paper 1 – Agreeing the Vision and Approach - 11 December 2018	http://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=6665	Housing Strategy Robert Weallans 0207 525 1217
Southwark Great Estates Programme Paper Two - Estate	https://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=6665	Housing Strategy Robert Weallans

Background Papers	Weblink	Contact
Improvement Plans - 12 March 2019	nDetails.aspx?ID=6741	0207 525 1217
Great Estates - Estate Improvement Pilots – 12 November 2019	https://modern.gov.southwark.gov.uk/ieDecisionDetails.aspx?ID=6968	Housing Strategy Robert Weallans 0207 525 1217
Southwark Great Estates Programme - Guarantee - 07 April 2020	https://modern.gov.southwark.gov.uk/ieDecisionDetails.aspx?Id=50022333&PlanId=0&Opt=3	Housing Strategy Robert Weallans 0207 525 1217
The Great Estates Guarantee and the Great Estates Commitments - 13 July 2021	https://modern.gov.southwark.gov.uk/ieDecisionDetails.aspx?Id=7383	Housing Strategy Robert Weallans 0207 525 1217

APPENDICES

No.	Title
Appendix 1	Improvements by Estate
Appendix 2	The Great Estates Co-design Tool-kit
Appendix 3	Great Estate Guide
Appendix 4	Brandon Estate Improvement Plan

AUDIT TRAIL

Cabinet Member	Councillor Darren Merrill, Council Homes and Homelessness	
Lead Officer	Michael Scorer, Strategic Director of Housing	
Report Author	Perry Singh, Strategy and Business Support Manager	
Version	Final	
Dated	23 February 2023	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Assistant Chief Executive, Governance and Assurance	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		23 February 2023