

Item No. 9.	Classification: Open	Date: 7 March 2023	Meeting Name: Cabinet
Report title:		Southwark Construction Strategic Plan	
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

Within London we are the biggest direct delivery council home builder with an enormous programme successful in providing desperately-needed homes for our residents, having already invested over £700m. We started construction on 2,500 new council homes by May 2022, and around 1,000 of these are finished with residents moved in. The delivery of high quality council homes is well recognised across the country with many schemes winning awards. The positive impact on our residents' lives is something we are all extremely proud of. The balance of these homes remains on site and are progressing well.

We know that homes are the foundation of our communities, providing stability and security for our residents. Sadly, we also know just how much in need they are, with over 16,500 households currently on our housing waiting list. We want, and need, to keep providing new council homes for our residents.

Since May we have been working hard to bring forward more home's. The approval of the Tustin scheme, including 345 new council homes, will transform the estate and the life of those that live there. After many years' we have also approved the Ledbury scheme creating 260 new homes, after a bumpy start this has become an exemplar on how to involve and bring a resident led project.

It cannot be under-estimated what a high-quality home can bring to the individual family that will live there by raising their children, becoming part of the community and changing their life chances. What from the outside looks like brick and mortar are truly life changing projects, not only to the individual but also for our community.

I have heard this first hand from residents that have moved into these properties, how it has meant that they are able to stay in Southwark, give their children stability and space to study. Just the smile that beams from them of how proud they are is incredible. In some cases it is their first stable home that they are not worried they may need to move from in a couple of years, giving them the chance to lay down roots.

We want and need to keep on providing new council homes for our residents. However, the manner in which we have been funding our development programme is no longer sustainable given the current financial climate and the instability of the same.

Like all local authorities trying to build new Council homes we have been hit by the perfect storm of dramatic increases in construction costs, major new fire safety regulatory standards and a surge in inflation. As a council, we are facing enormous financial demands and we need to uphold our commitments to maintaining and improving our existing housing stock. In doing so we need to ensure that we are complying with a whole raft of improvements, which include fire safety, building improvements and thermal efficiency.

As we wish to keep building new council homes and tackling the housing crisis locally, we must change our approach. We can no longer totally rely on borrowing to fund new council homes and we must carefully consider all of the options we have available to us to keep building as many new council homes as we can. We must ensure that the next round of new council homes remain good value for money.

In these challenging times we need to adapt and respond to continue providing the service we want to and for our residents. We must keep our ultimate goals in mind and be flexible in how we achieve them. Our new developments need to be self-funding, protecting the HRA account and future generations from the debt so that the existing and new homes are maintained into the future. We will need to make the most efficient use of council resources, have the lowest possible burden on our residents and ultimately enable us to build as many new council homes as we can afford. An efficient, agile and commercially minded approach to development will not divert our focus from building social rent homes.

This will mean that we will need to work with partners, residents and expertise in the field to bring forward a well thought out program. To do this we will be bringing forward a comprehensive consultation process to look at what we can do to increase our council housing stock.

Clearly there are challenges, and clearly there will be difficult choices but if we work together we will do this and families will continue to have the opportunity to live in a high quality home. I know, as a council, we will continue our success and provide a legacy of new council homes for future generations, we can be proud of.

RECOMMENDATIONS

That Cabinet:

1. Approves the undertaking of a comprehensive review that considers the pipeline of affordable housing supply in the Southwark Construction Programme, exploring a range of options that reflects the priorities of local people, creates inclusive neighbourhoods and set the foundations for a

financially sustainable housing supply in future years. 'Routes to 11,000 – a new council homes strategy for Southwark'

2. Approves the undertaking of a range of significant resident engagement, as outlined in sections 24-27, which will help to inform the council's approach to affordable housing supply up to 2026, subject to obtaining any necessary approval for the appointment of suitably experienced organisations to assist where relevant in that.
3. Notes that the findings and recommendations from such engagement and programme review will be brought forward, in a separate report, for cabinet approval by early 2024.
4. Notes the continued delivery of a number of schemes within the Southwark Construction Programme, subject to obtaining any necessary approval for procurement for the appointment of developers/contractors to deliver individual schemes within the programme and in accordance with Southwark's scheme of management, Resident Engagement and Charter of Principles.
5. Notes that Southwark Construction will remain agile and responsive to market conditions and utilise all tools at their disposal to make the most efficient use of council resources to maximise the number of new homes delivered.

BACKGROUND INFORMATION –NEW COUNCIL HOME DELIVERY

6. The 'Routes to 11,000 – a new council homes strategy for Southwark' was approved in March 2020, it sets out the Southwark Construction mission statement and the council's aspiration to deliver 11,000 new homes by 2043.
7. Despite significant financial challenges Southwark has much to celebrate. The new build programme at Southwark has been very successful in developing new homes and the council has solid track record from which to adapt its delivery approach. To date 925 new homes have been delivered and a further 2095 homes are on site. The programme has secured approximately £250 million external GLA funding to support delivery of new affordable homes and the programme has also re-provided homes meaning more families in Southwark living in high quality accommodation.
8. Southwark Council's in house development team, Southwark Construction, are excelling in their ambition to deliver desperately-needed new homes for Southwark residents and strengthen resident involvement in the design and delivery of new homes. This success was recognised and celebrated across the sector in November 2021 when the council won the Best Development Team in London at Inside Housing's Development awards. The council has also received accolade for individual schemes, with William Cuffay House and the designs for Astley Estate winning Inside Housing's Best Affordable Housing Development awards in 2021 and 2022.

9. Southwark Construction (SC) has been in place since May 2022 following a significant organisational transformation that sought to galvanise expertise from across four teams in the Council involved in the delivery of new homes. The team now comprises over 40 industry professionals divided over three key areas; firstly pre-delivery and enabling where schemes are developed by way of resident consultation, feasibility and viability to take forward. Secondly, delivery being the main construction and completion of new homes to exacting high quality standards and meeting local needs and thirdly, the programme office that adds rigour and governance to ensure that longer term aspirations are met and that all deliverables are carefully monitored and controlled. This function also includes a design and technical lead to maximise the quality of the homes built and seeks to ensure the council is constantly seeking to learn from experience and embed best practice into new schemes as they are built and handed over.
10. In February 2023, Southwark Construction completed 21 new council homes at Ivy Church Lane in the Faraday ward. The development also features a new community facility, commercial units and landscaping to outside communal areas. The site was previously occupied by garages.
11. In November 2022, Southwark Construction completed 25 new council homes in Newington. The site was previously occupied by an old bungalow block and a disused podium car park. The building is made up of four one-bedroom, 16 two-bedroom and five three-bedroom flats, as well as a new communal garden, growing area and playground. In November 2022, Southwark Council and Leathermarket JMB opened 40 new council homes for local people, made up of 34 flats and six three-bedroom townhouses at the Lawson Estate in Bermondsey. The development also provided a new playground and a community garden at the heart of Lawson Estate, both of which were designed and planted by local residents.
12. In August 2022, Southwark Construction completed 19 new council homes at Daniels Road in Nunhead. The council built five three-bedroom houses and a block of 14 flats, as well as a communal garden for local people. The site was previously occupied by garages and a car park. In August 2022, Southwark Construction completed 17 new council homes at Goschen Estate in Camberwell Green. The council built the 17 new council flats across a four and five-storey block, as well as providing a playground and a new garden in the outside communal area of the estate. The council built nine flats in the block towards the north of the estate, which has been named Prout House, and eight flats in the south block, which has been named Harold Moody Court. The two areas of the estate were originally underused spaces occupied by garages, old storerooms and pramsheds.
13. In March 2022, Southwark Construction completed Lilac House in Peckham. The council redeveloped the former housing office to provide 29

new council flats, made up of nine one-bedroom, 14 two-bedroom and six three-bedroom homes. The council also built a new community centre in the block which is open to local residents.

14. The range of homes built as part of the programme is wide and varied with an array of flatted developments and a volume of town houses such that all needs are catered for wherever possible. The mix includes infill homes on existing estates, on underutilised land as well as on previously developed land where a change of use adds more homes into the portfolio. SC also manages the delivery of S106 developments and existing estate redevelopments where the existing homes have naturally come to their end of life. The range of opportunities open to the council, as a result of the formation of SC, remains healthy and very real, balancing those in an ever changing market remains the challenge that must be overcome and the flexibility and agility of the team allows for that to happen.

BACKGROUND INFORMATION – FINANCIAL AND MARKET CONDITIONS

15. The implementation of self-financing to the HRA in April 2012 was intended to give more autonomy to landlord local authorities to let them retain the rental income so that strategic decisions could be made with regard to local circumstances and needs, including investment in new homes. However, there were a number of changes implemented by government subsequent to self-financing that have impacted on the council's business plan. For example, the Welfare Reform & Work Act 2016 required social housing landlords to reduce rents by 1% a year for four years from April 2016. This policy equated to a loss in rental income to the HRA when compared with the previous rental assumption of CPI+1% of £820m over the thirty years of the HRA business plan.
16. The recent pace of change in financial markets has compounded this challenging financial context in which the council operates. The impact of rising interest rates and inflation combined with the increasing build costs, supply chain issues and energy prices has significantly damaged affordability of Southwark's new homes programme and has prompted a review to ensure a sustainable programme of delivery in the coming years.
17. The current economic uncertainty makes accurate financial forecasting less certain. The cost of living crisis, the rise in energy prices and the Russia/Ukraine conflict has increased political and economic volatility and made financial projections extremely difficult to determine. For example, the government target for CPI is 2% but CPI rose by 10.7% in the 12 months to November 2022 which is obviously significantly higher than the government target. Social housing rents have been capped at 7%, much lower than CPI+1% which is normally the calculation mechanism and which would otherwise have resulted in a rent increase of 11.1% for 2023-24.
18. Build and repair costs have increased even more significantly and have impacted on the monies available to finance the housing capital programme. For example, the 10 year Quality Homes Investment

Programme was estimated to be £800m in 2016 but the funding available to support the programme has not increased in line with inflation, leading to a significant funding gap.

19. Furthermore, the Building Safety Act 2022 and Fire Safety Act 2021 has brought about legally compliant costs which have to be funded from within existing council resources, with an estimated cost of £30m per year for three years.
20. The council's move to carbon neutrality by 2030 will also incur costs not previously accounted for, such as £95m to get the stock to an Energy Performance Certificate rating of 'C', which is now a minimum requirement in the private sector and will soon become so in the social housing sector too and also £600-800m to get to net zero through heat pumps and renewables.
21. The principle of New Homes Development was agreed by cabinet in July 2012 and the strategy sets out council's commitment to build 11,000 new homes by 2043. The target is increasingly challenging due to lack of financial resources; increased build costs and the increase in interest costs on additional borrowing, where the base interest rate has increased from 0.1% in March 2020 to 3.5% in December 2022. This report seeks to set the foundations for taking a fresh look at the council's business model in response to these challenges.
22. All in all, the circumstances facing housing local authorities now are very different from those faced two years ago and the council has to adapt to meet the challenges, of increased capital spend priorities but insufficient resources to meet those needs.
23. Southwark is not alone in facing these challenges, the strength of the in-house team means the council is well placed to respond to these challenges. The reasons for providing this report and the recommendations set out within it are therefore to;
 - Provide cabinet with an overview of progress to date in delivering the first tranche of new affordable homes within the Southwark Construction Programme;
 - Outline plans to undertake an in-depth community consultation to consider the options for future housing supply and;
 - Ensure the continued delivery of the Southwark Construction new homes Programme.

NEW HOMES STRATEGY

24. The Southwark Construction mission statement is to; *provide a fairer future for all by creating new high quality council homes and providing, affordable housing that addresses the deficit in truly affordable housing being delivered in the private sector through a financially sustainable programme that demonstrates excellent value for money.*

25. To deliver on the council's strategy the council undertook a significant organisational transformation in May 2022. This included four of the council's departments, responsible for the delivery of new homes, being consolidated so that all new build and estate redevelopment could be brought together, under the one leadership and branding of Southwark Construction. The purpose was to address the following business improvements and concerns across the staff teams:

- The development of one progressive structure that actively promotes the ethos of Southwark Stands Together and ensures that all people from all backgrounds are fully supported in becoming the best that they can be
- To establish clear roles and responsibilities with outline work-plans for all staff to eradicate cases of duplication and increase engagement of staff
- Ensure that the right resources are in the right places to ensure effective service delivery
- Creating a combined activity that addresses carbon neutrality across the council priorities will ensure a consistent approach and best use of amalgamated resources
- Improve professional enhancement and succession planning because a larger professional team creates the environment for skills sharing, team, and individual growth and development
- Improving scheme funding, monitoring and reporting is critical to ensure a future pipeline and with evolving priorities, a strategic programme office with robust programming, financial and reporting skills
- Building the capacity to consider and respond to new and emerging policy – notably building in the ability to respond to building safety regulations and council targets around carbon neutrality
- Create and progress an apprenticeship programme to enrich the council with high quality professionals, currently outsourced by way of external service providers

26. The 'Routes to 11,000 – a new council homes strategy for Southwark' also seeks to meet additional key deliverables:

- a) Maximise and enhance the utility, value and quality of council-owned land and buildings to deliver high quality homes for rent, improved streetscapes and permeability and employment and training opportunities
- b) Deliver high quality and fit-for purpose public buildings at good value.

KEY ISSUES FOR CONSIDERATION

Costs of construction and programme affordability

27. As a direct result of the significant downturn in the economy and pressure on local authority finances, as detailed in the previous sections, the council

has undertaken a comprehensive re-profile of forecast costs across all new housing development schemes to assess affordability within the current funding envelope.

28. This exercise confirmed that all schemes within the new homes programme, with a contractual commitment, remain affordable at present, and will continue to be delivered as planned, albeit subject to an internal cost review exercise to better help control costs that remain under significant pressure.
29. However, in considering where best to allocate resources to develop the next tranche of new affordable homes the council is seeking the views and priorities of local people that could include a broader range of approaches to boost supply of new affordable homes for Southwark residents.

People powered housing pipeline

30. Southwark council is seeking to balance the increasing demand for genuinely affordable homes with the challenging financial landscape. The council believes that as these decisions have such importance for so many of our residents, it is important that our residents are part of the decision making process, and work alongside us to develop solutions to the challenges. The issues are complex, the solutions will not have straightforward answers, and many will be a trade-off between competing priorities.
31. The council intends to have a focused consultation with residents going forward. In order to seek and listen to the views of our Residents, to understand which priorities are consider the most important and what approach residents would like to see come forward
32. The consultation exercise will assemble a wide range of diverse residents to go through the issues, test ideas and assumptions, Looking in depth as to how we can maximise the opportunities we have to bring forward the maximum number of council homes and maintain the existing stock.
33. The makeup of this consultation process will be brought forward, learning from other council consultation processes and best practices to provide clear recommendations to present to cabinet on the way to maintain our ambitious targets but also a tight rein on the finances.

Adopting a portfolio approach to deliver homes in Southwark

34. As set out in the Routes to 11,000 – a new council homes strategy for Southwark', the council is committed to creating new affordable housing supply, this could include, but is not limited to;
 - Increasing the number of intermediate tenures or homes for sale to help pay for new affordable homes
 - Use development agreements to work in partnership to deliver more affordable homes

- Look at a range of partnering option where the council could leverage its assets to deliver more affordable homes
 - Best utilising land or assets to help pay for new affordable homes
 - Acquire new affordable homes rather than building them ourselves where it is more cost effective to do so.
35. The first tranche of new affordable housing supply that has delivered 2,500 new homes across the borough, is mostly characterised by site specific solutions – either in the form of direct delivery or by means of a joint venture. Many of the schemes, on their own, proved financially unviable, mainly because of the upfront cost of acquiring land or right-to-buy properties to allow vacant possession as well as the commitment to deliver schemes that are 100% social rent tenure. The next tranche of new affordable homes will likely draw a range of delivery approaches and the considerations from resident engagement will be used, in part, to determine the programme up to 2026.
36. One option for the council moving forward is to adopt a broader ‘portfolio approach’ to its affordable housing supply, as outlined in the ‘Routes to 11,000 – a new council homes strategy for Southwark’. This could provide the opportunity to combine development of the schemes that have the potential to generate a surplus with those that require a net investment. This is an approach that could help develop a self-funding programme in future which moves away from an over reliance on HRA borrowing and ensures Southwark remains ready to take advantage of other possible emerging funding opportunities.

Programme review

37. Southwark council has a well-developed direct delivery programme with a track record of delivering quality council homes for its residents. Alongside the community consultation in over the next few months, a programme review will be undertaken in tandem.
38. The programme review is primarily a desk top exercise that combines in-house resources and external viability consultants, Red Loft, to provide market based expertise. The review seeks to adopt a consistent and standardised approach to scheme appraisals and models the potential of each site to deliver new homes, whilst drawing upon local knowledge from Councillors, officers and the local communities.
39. The assessments undertaken as part of the programme review will look at factors such as the potential deliverability of a scheme, that is how easily the site could be developed taking into consideration site constraints such as access, contamination or utilities on site, the strategic fit of a scheme in terms of the councils wider place shaping objectives such as permeability, inclusivity or community benefit alongside the financial business case which considers development costs and viability. Individual site analysis could then combined at a programme level to explore what combination of sites and investment could offer Southwark the best option to meet its strategic

and financial aims. The combination of the programme review and recommendations local engagement will form the basis of the future delivery pipeline to be presented to cabinet later this year.

Policy Framework Implications

40. The new homes delivered through Southwark Construction are in line with the council's principles and vision for a new housing strategy which is aimed at increasing the availability, affordability and quality of homes in the borough.
41. The long term housing vision for the borough sets a clear policy direction for the council that directly impacts the delivery of the new homes set out in this report. The vision comprises four overall principles:
 - a. The council will use every tool at our disposal to increase the supply of all kinds of homes across Southwark.
 - b. The council will demand the highest standards of quality, making Southwark a place where you will not know whether you are visiting homes in private, housing association or council ownership.
 - c. The council will support and encourage all residents to take pride and responsibility in their homes and local areas.
 - d. The council will help vulnerable individuals and families to meet their housing needs and live as independently as possible.

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

42. **Community Impact Statement:** We do not anticipate any impact on physical or mental health from the production of this report as it seeks to establish the principles for what a future new homes programme could look like. Ensuring meaningful community consultation and engagement for potential housing developments as they are identified is a central part of the development process. Southwark Construction remains committed to its Resident Engagement Charter of Principles as approved by cabinet, this will be reinforced through the citizen jury as outlined.
43. **Equalities (including socio-economic):** The principles in this paper will enable the council to deliver a future pipeline of new genuinely affordable homes that will be available to people on the council's housing needs register. The council's equality and diversity policies will be adhered to during each stage of the process from design consultation to the letting process.
44. **Health Impacts:** The council's commitment to the future delivery of new quality affordable homes supports improved health outcomes for residents in housing need.

Climate Change Implications

45. On 18 June 2019, the council's cabinet agreed the resolution passed by the council assembly on 27 March 2019 to "declare a Climate Emergency and do all it can to make the borough carbon neutral by 2030." In establishing the principles for a future new homes programme it is recognise that residential buildings have a key role to play in reducing carbon emissions during development and post occupation.
46. In line with this, future developments will seek to meet the highest energy and sustainability targets in line with both the council's and GLA policies. The energy strategy will follow the four step Energy Hierarchy outlined in the London Plan:
 - Be Lean: fabric first approach with low u-values and air permeability, high efficient lighting and mechanical ventilation to reduce energy demand
 - Be Clean: connection to the local South East London Combined Heat & Power (SELCHP) district heating network for low carbon heating and hot water supply to all uses in the development
 - Be Green: solar PV will be maximised in all available roof space
 - Be Seen: the development will incorporate a monitoring strategy to reduce the performance gap.

Resource implications

47. Adequate resource has been allocated to plan, manage and undertake the programme review and resourcing will be considered as part of future proposals recommended to cabinet.
48. There is no recommendation to procure as part of this report. However, all future procurement led by Southwark Construction supports the council's Fairer Futures Commitment – A place to belong to, in order to ensure the council is receiving value for money and delivering added social value.

Legal implications

49. This report is seeking approval for a revised approach to Southwark's new homes delivery model, which does not in itself give rise to any direct legal implications. Any recommendations resulting from the programme review will be subject to obtaining any necessary approval from Cabinet and in line with the council's scheme of management.

Financial implications

50. This report is requesting approval for a revised approach to Southwark's new homes delivery model, which does not in itself give rise to any financial implications. However, pending the outcome of the review and subject to consultation a revised new homes strategy and delivery plan will be presented to cabinet with a financial business plan and implications.

Consultation

51. This report has been produced with input from relevant officers leading on the development and delivery on new homes.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive – Governance and Assurance

52. This report asks the cabinet to note a number of recommendations in relation to the Southwark Construction strategic plan, and in particular to approve that a comprehensive review and significant resident engagement is undertaken to inform the council's approach in relation to the future construction programme, as further detailed in paragraphs 1-5 of this report. Pursuant to Part B of the council constitution, the cabinet is responsible for formulating the council's overall policy objectives and priorities, and therefore the decisions to be made under this report can be made by cabinet.
53. There are no significant legal implications arising from the recommendations in this report. However in considering these recommendations, the cabinet should have regard to the council's obligations to carry out its duties in accordance with the principles of best value, and to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. This report outlines how approval of these recommendations will help to ensure the continued delivery of the Southwark Construction new homes programme. The Assistant Chief Executive of Governance & Assurance, and her staff will provide advice to officers on any legal and governance issues arising from this report and the findings of the comprehensive review/resident engagement.
54. The cabinet's attention is drawn to the Public Sector Equality Duty (PSED General Duty) 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 cabinet is specifically referred to the community, equalities (including socio-economic) and health impacts statement at paragraphs 36-38, setting out the consideration that has been given to equalities issues, which the cabinet should give careful consideration to when approving the recommendations in this report. The PSED General duty is a continuing duty and will need to be further considered when later reports are brought to cabinet regarding this strategic plan. Reference is also made in the report to resident consultation that is due to take place. Cabinet will be required to conscientiously take into account the results of this consultation when future reports on the outcome are brought forward.

Strategic Director of Finance and Governance (H&M)

55. This report seeks cabinet approval for officers to undertake a comprehensive review of Southwark Construction's strategic plan and the undertaking of a range of resident engagement exercises to help inform the council's approach to affordable housing supply up to 2026. It is important that Southwark Construction is able to operate during a time of great economic uncertainty as outlined in the report whilst ensuring the new build programme remains affordable and sustainable. Approval of the recommendations made in this report is intended to help maintain the delivery of new homes during these challenging times. While the report itself does not give rise to any financial implications, any revised new homes strategy and delivery plan arising from the proposed review will be presented to cabinet with a financial business plan and implications.

REASON FOR URGENCY

56. This report sets out the proposed strategy and options for the development of housing in Southwark. A decision on the strategy for guaranteeing a financially sustainable housing supply and extensive resident engagement on housing schemes is key to delivering the commitments laid out in the Council Delivery Plan. The urgent approval of this report is required to avoid delays to the undertaking of a range of resident engagement. This will inform the council's approach to affordable housing supply up to 2026, these recommendations are to be reported to cabinet in 2024. The current economic environment requires a dynamic and agile approach from Southwark Construction to deliver on both future and current developments that are already underway. This will reduce the incurrence of costs to the council moving forward by enabling Southwark Construction to remain responsive to the economic situation in its financing and planning.

REASON FOR LATENESS

57. It has not been possible to circulate this report five clear days in advance of the meeting in order to obtain the adequate detail and context required to present the proposals in the above report. These were not completed at the time the agenda was despatched.

BACKGROUND DOCUMENTS

Background Documents	Held At	Contact
'Route to 11,000 new council homes for Southwark' – New Homes Strategy	Link: How we're going to create 11,000 new council homes (southwark.gov.uk)	

APPENDICES

No	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Darren Merrill, Council Homes and Homelessness	
Lead Officer	Stuart Davis, Managing Director Southwark Construction	
Report Author	Zoe Davies, Strategic Lead Programme Management Office	
Version	Final	
Dated	2 March 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
List other officers here		
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		2 March 2023