

<b>Item No</b>	<b>Classification:</b> Open	<b>Date:</b> June 2011	<b>Decision Taker:</b> Cabinet Member for Finance, Resources and Community Safety
<b>Report title:</b>		Procurement Strategy and Procurement award of Local Education Partnership to deliver design work for the Elephant and Castle Leisure Centre and adjacent residential building.	
		Procurement Strategy for the appointment of the Local Education Partnership to construct the new Elephant and Castle Leisure Centre.	
<b>Ward(s) or groups affected:</b>		Chaucer	
<b>From:</b>		Deputy Chief Executive	

### RECOMMENDATION(S)

That the Cabinet Member for Finance, Resources and Community Safety:

1. Approves the procurement strategy and award of contract to 4 Futures (Southwark's Local Education Partner) to undertake design services for the submission of the planning application for the Elephant and Castle Leisure Centre and adjacent residential building.
2. Approves the procurement strategy for the appointment of 4 Futures (Southwark's Local Education Partner) to undertake the construction of the Elephant and Castle Leisure Centre.
3. Notes that the final award of the contract for construction will be subject to a further procurement report for approval by Cabinet.
4. Notes the Value for Money (VfM) Protocol document will be adhered to ahead of any future award of construction contract.

### BACKGROUND INFORMATION

5. At the Cabinet meeting on 23 November 2010 the Cabinet agreed a report considering the provision of a new leisure facility at the Elephant and Castle.
6. At the Cabinet meeting the Leader of the council delegated to the Cabinet Member for Finance and Resources the appointment of 4 Futures to construct and deliver the Elephant and Castle Leisure Centre, through the first Gateway process, subject to existing protocols for LEP engagement and demonstrating value for money.
7. The council's 'Strategic Partnering Agreement' with its Local Education Partner allows non-BSF works, including the construction of new leisure centres, and services to be procured without the need for further OJEU compliant procurement. In November 2010 the Cabinet decision recognised the programme benefits of using the LEP route but it was acknowledged that further testing is required to ensure VfM as no competitive tendering is being carried out. This Agreement requires 4 Futures to bring forward a programme and costed project plan for the design and construction of the leisure centre in three stages. These are as follows:

- Stage 0: Detailed feasibility and clarifying client brief.
  - Stage 1: Pre-planning design stage, pre-planning meetings with planners and further cost appraisals.
  - Stage 2: Consultation, submission of planning and detailed design.
  - Stage 3: Award of contract and commencement of construction.
8. The 4 Futures appointment can be terminated at the end of Stage One if it is concluded that their submission fails to meet the agreed VfM criteria or their performance is deemed unsatisfactory.
  9. Following the November Cabinet decision a combined Gateway One and Two report was agreed by the Head of Property confirming the appointment of 4 Futures to further deliver the Stage 0 works developing the detailed client brief and to undertake site investigation surveys. Findings from the surveys completed during Stage 0 have not identified any additional significant factors that would impact on the delivery of the project and this has been taken account of in their submission. Risks identified by the project have been costed and are included within the initial overall project cost along with a 10% contingency sum.
  10. The Archaeology survey has however not been completed during Stage 0 due to initial problems securing permission from the Diocese of Southwark to carry out the trial trenches required. Permission has now been secured and works are scheduled for Summer 2011. For the purposes of their Stage 0 submission 4 Futures has assumed that some remedial works to remove bodies will be required and a sum for this has been set aside within the 10% project contingency. There is a residual risk that sums required to undertake these remedial work will exceed the 10% contingency sum. An update on this will be reported back to the Strategic Group at the appropriate time.
  11. On 25 February 2011 4 Futures submitted their formal 'Stage 0' and the key findings are discussed below. Subsequently officers submitted issues for clarification and met with 4 Futures to discuss these. Following a further period of work 4 Futures resubmitted their Stage 0 submission on 24 May.

## **KEY ISSUES FOR CONSIDERATION**

### **Leisure Centre Project Mandate**

12. The Stage 0 submission demonstrates that the key components for the leisure centre, as identified in the Project Mandate appended to the November 2010 open Cabinet report can be accommodated within the site boundary identified in the November 2010 Cabinet report .
13. Following the submission of indicative layout plans within the Stage 0 package Southwark officers requested 4 Futures to reconsider the additional inclusion of two squash courts which were not included in the Project Mandate agreed by Cabinet in November 2011. The review concluded that two squash courts could only be accommodated within the available footprint by reducing the size of the crèche, cafe, spinning room and studio space. The squash courts could however be accommodated by increasing the footprint of the building however this would have resulted in a much reduced public realm between the leisure centre and residential buildings and a reduced footprint for the residential scheme.

At a briefing with the Cabinet Member for Regeneration and Corporate Strategy on 21 April officers recommended that the project mandate to be progressed during Stage one and two does not include the provision of squash courts.

14. The Client team within the Environment and Leisure Department are now satisfied that the Stage 0 Leisure Centre brief meets their requirements and is at an appropriate level of detail for this stage of the design process. Similarly the Head of Property is satisfied that the remaining land available for disposal for residential development is sufficient to generate the expected receipts as reported to Cabinet.

### **Indicative Stage 0 Cost Plan**

15. The Stage 0 cost plan submitted by 4 Futures is based upon an indicative area schedule generated from the requirements set out in the councils updated project mandate and discussions to clarify the content with the leisure client team. The 4 Futures cost plan generated from this exercise estimated that the overall project costs can be contained within the project budget as agreed by Cabinet in November 2010. The high level cost plan will continue to be scrutinised during the stage 1 and 2 design stage using agreed Value for Money criteria.

### **Stage One and Two Design Fees**

16. Prior to the award of the construction contract, that is subject to a second Gateway report, design fees will be incurred in order to undertake pre-planning design work, submit a planning application and then complete post-planning detailed design work. fees.
17. If the contract with 4 Futures is terminated at the end of Stage One due to their performance or failure to demonstrate VfM, under the terms of the Strategic Partnering Agreement then all abortive costs will be incurred by 4 Futures. The decision on whether the contract is terminated at the end of Stage One will be taken by Deputy Chief Executive and Interim Strategic Director for Regeneration and Neighbourhoods in consultation with the Project Strategic Group (attendees including Finance Director, Elephant & Castle Project Director , Southwark Schools for Future Project Director, Head of Health and Well-Being).
18. If however the Project Strategic Group conclude that they no longer wish to proceed with the project, for reasons not related to 4 Futures performance or VfM, and terminate 4 Futures contract during Stage 1 then the council would be liable for all abortive costs. In this eventuality these costs will be paid from the Regeneration and Neighbourhoods department revenue budget.
19. The 4 Futures Stage One fee proposal includes the cost of design work for the residential component of the site. This cost is necessary in order to ensure that the leisure centre and residential elements of the scheme are designed in a coherent and integrated fashion. This is necessary to ensure good design but also important to ensure that a single planning application can be delivered with an integrated package of S106 obligations. To achieve this outcome it is necessary to have one party responsible for managing the design and application.
20. If the Cabinet agree at their meeting on 23 June 2011 the Heads of Terms for the disposal of the residential land to Lend Lease then the obligation for these residential design fees

will be removed from the 4 Futures appointment and the total costs to be incurred during Stage One and Two will be reduced.

### **Procurement Options**

21. 4 Futures have been selected as the preferred contractor for the design and construction of the leisure centre for four key reasons:
  - a) Ability to demonstrate VfM
  - b) Performance to date
  - c) Ability to deliver within programme
  - d) Existing project knowledge & continuity

### **Value for Money**

22. A Value for Money Protocol Document has been agreed by the Finance Director. 4 Futures will continue be measured against these requirements of this document during Stages One and Two.
23. Faithful & Gould were appointed by Building Schools for Future to provide independent financial advice and assess the VfM of the Stage 0 submission and the proposed costs for the Stage 1 & 2 design services. This assessment was undertaken by firstly a benchmarking exercise against other comparable leisure centres, secondly by producing their own high level cost plan based on the current area schedule and thirdly by comparing the Stage 0 submission fees to the original LEP procurement agreement. F&G submitted their report on 23 May and concluded that 4 Futures Stage 1 & 2 design fees offer value for money.
24. As noted in the previous Cabinet report a fixed contract sum for the construction of the building will only be known post planning and detailed design. Officers will therefore report back to Cabinet at the appropriate time once all design and technical work has been completed and final specification agreed with a fixed price for the contract in order to seek authority to proceed to commence construction. This stage of the process will be subject to a separate value for money exercise and is therefore not being considered in this report.

### **Performance of 4 Futures to date**

25. The performance of 4 Futures can be assessed based on the work to date on the leisure centre project and also their performance throughout the delivery of BSF projects.
26. To date, through the initial feasibility study and the recently completed Stage 0, 4 Futures have worked within the time, budget and brief set by officers. The 4 Futures team have demonstrated their ability to work in partnership with Southwark officers when appropriate taking in to account feedback received and have also managed the on-going schedule of survey work using acceptable consultants.
27. For the schools projects that 4 Futures have been appointed to previously 4 Futures have been required to meet its contractual responsibilities as identified in the Strategic Partnering Agreement. Their performance is measured against the agreed key performance indicators (KPI's) and Continuous Improvement Targets (CIT's). These KPI's are reviewed annually (or as required) to ensure that they are an effective tool for the

monitoring of performance

28. The council received the first Track Record test and Assessment of Continuous Improvement Targets (CIT) in May 2010 and the Strategic Partnering Board confirmed that the LEP had passed the first annual track record test.
29. Performance monitoring has been ongoing through the period and is anticipated that the next track record test, due imminently, will also be passed. Any performance issues arising are managed at an operational level and escalated as necessary through the Strategic Partnering Board

#### **Ability to deliver within programme**

30. 4 Futures Stage 0 submission reports that the leisure centre can be designed and constructed within the time frame agreed by Cabinet in November 2010. However it should be noted that their submission includes an assessment of project risks many of which are inherent to a project of this scale and complexity .The ability of 4 Futures to deliver within the agreed overall timeframe will be dependent on their and the councils ability to successfully manage and mitigate these identified risks. Performance against the timeframe and risk log will continue to be monitored through the agreed governance arrangements and any issues will be reported to the Strategic Group and subsequent procurement reports.
31. The draft programme shows the construction of the leisure centre being completed within the timeframe set by Cabinet with practical completion forecasted for Winter 2013 / 14. Whilst this is a draft programme it enables officers to forecast future reporting dates and key decision making points. These are as follows:

<b>Activity</b>	<b>Completed by/Complete by:</b>
Stage 0 Re-Submission	24 May 2011
Approval of Procurement Strategy and Appointment (this report)	June 2011
New Project Request letter to be issued to 4 Futures	June 2011
Stage 1 Approval	September 2011
Sign-off of planning submission by Cabinet Member for Regeneration and Corporate Strategy	January 2012 (approximate)
Stage 2 Approval	May 2012
Construction appointment procurement report	May 2012
Contract award	August 2012
Construction commencement	September 2012
Construction completion	Spring 2014

32. There is increased risk of programme delay due to the combined planning submission for both leisure centre and residential building. As the proposal for the residential

development is for a 30 storey plus residential tower there is risk that the design process could be delayed due to the complexities of designing such a building and the additional requirements introduced by both Southwark planners and also the GLA. In addition to this there are risks that the construction of the leisure centre could be delayed if the construction of the residential building is brought forward on the same timescale due to a constrained site. These risks will be managed by the operational group through managing the required pre-planning sessions, drafting a co-operation agreement between 4 Futures and Lend Lease (if required) through which information will be shared and programme issues addressed and by providing programme updates to the Strategic Group.

### **Existing Project Knowledge**

33. 4 Futures previous involvement in the initial feasibility study for the leisure centre project in addition to the Stage 0 work adds great benefits to this appointment and ability to deliver with the required timeframe as continuous involvement of an already appointed 4 Futures project team enables continuity. Such continuity benefit was also acknowledged in paragraph nine of the Gateway One & Two Procurement report appointing 4 Futures to undertake the Stage 0 works.

### **Alternative Procurement Approaches**

34. Three alternative approaches to procurement could have been used for the appointment of a design partner and and the appointment of a construction partner. The first of these is a full EU tendering exercise for both design and construction partners as the total project cost for the scheme is in excess of the OJEU limit of £3,927,260. The second is the use of an existing council framework agreement such as the 'Framework Agreement relating to the design, construction and refurbishment of leisure facilities in the London Borough of Southwark (dated 9 March 2010) for both the appointment of a design and a construction partner. Thirdly an established external framework agreement such as IESE and NAF2 could have been considered.
35. The appropriateness of pursuing either of these options as an alternative to 4 Futures should be tested against both the ability to deliver within the programme set by Cabinet and secondly in terms of budget and ability to demonstrate Value for Money.
36. Officers believe that undertaking a full EU tendering exercise will introduce a significant delay in the programme as the tender needs to be advertised, submissions evaluated and further procurement reports produced in order to formally conclude an appointment. Furthermore there will be the financial implication of carrying out the procurement exercise which would impact on the ability to deliver the required project mandate within the available budget.
37. Officers also believe that using an alternative existing internal or external framework agreement would result in a delay to delivery as a new partner would need to get acquainted with the project and reach a position that will allow them to proceed. As demonstrated in 4 Futures Stage 0 submission there is not sufficient programme contingency to allow for such a delay to be accommodated and therefore the use of these options would jeopardise the delivery of the project in accordance with the Cabinet's agreed timetable of completion in early 2014.
38. Notwithstanding the above, VfM testing to date has concluded that the 4 Futures route

offers appropriate VfM for this stage of the project and their appointment to carry out the design works is therefore recommended. Therefore the use of either of the other procurement routes is not considered likely to provide additional financial advantages and indeed there is a risk that the necessary procurement processes and initial lack of project knowledge as an alternative contractor may create additional costs for the council.

39. In the event that the contract with 4 Futures is terminated at the end of Stage One or that they are not appointed to construct the leisure centre the preferred approach of the council will be to use the existing 'Framework Agreement relating to the design, construction and refurbishment of leisure facilities in the London Borough of Southwark' (dated 9 March 2010). The use of this framework agreement with Buxton's was considered during the procurement of 4 Futures for Stage 0 works however was discounted. The reason for this approach was that whilst Buxton's had demonstrated the ability to refurbish existing leisure centres throughout Southwark, 4 Futures had undertaken larger projects involving the demolition and construction of new schools. 4 Futures were therefore deemed more appropriate to undertake the initial feasibility study in July 2010.
40. Utilising this Framework agreement with Buxton's would be the preferred alternative approach, to that of utilising an external framework or full tendering process, as this agreement can accommodate the total project budget, Buxton's have performed satisfactory in undertaking the refurbishment of several Southwark leisure centres and in doing so have developed strong client relations with the Health and Well Being team. At this stage however Buxton's potential involvement has not been subject to any VfM testing and nor have been requested to demonstrate their capacity to deliver within the required timeframe.

## **POLICY IMPLICATIONS**

### **Southwark Council Corporate Plan 2009 – 2011**

41. The proposal for the leisure centre meets the Corporate Plan's aims to promote healthy and independent living throughout Southwark. The plan identifies regeneration projects as a way to 'build strong communities that promote connected, healthy and active lives'. The plan also states that at the Elephant & Castle there will be refurbished or new leisure facilities.

### **Sport and Leisure Perspective**

42. The plan to provide a new leisure facility, particularly at the Elephant & Castle site accords well with the seven themes from Southwark's Sport and Physical Activity Strategy, which was agreed in 2009. The themes are listed below:
  - Using physical activity for both the prevention and management of ill health.
  - Maximizing the use of planning policy in providing for sport and physical activity.
  - Providing a network of appropriate places and spaces for sport and physical activity.
  - Improving access and choice for the whole population.
  - Building and maintaining an effective multi-agency delivery system for sport and physical activity.
  - Maximizing the use of London 2012 to promote physical activity.
  - Maximizing the impact of all resources.

## **Core Strategy/Southwark Plan**

43. Through the core strategy adoption process the Elephant and Castle leisure centre site will form part of the Elephant and Castle Core Area [currently referred to as site 39P in the Southwark plan]. The Southwark plan identifies a specific need for a leisure centre within this site and this requirement will be retained as part of the Core Strategy. Residential development is generally an acceptable use throughout the core site. A mixed development comprising a new leisure centre and residential would therefore be acceptable in principle on the leisure centre site which is recommended as the preferred location for the facility.

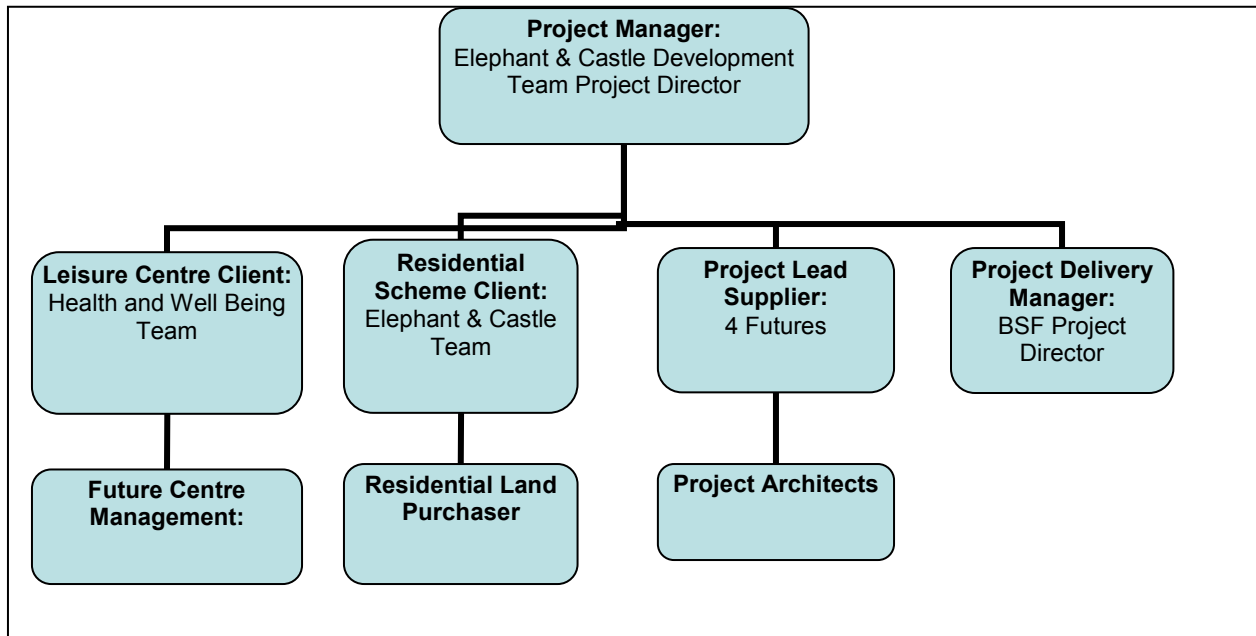
## **Community impact statement**

44. As discussed in the November Cabinet report the agreed Project Mandate is based on the findings of the successful public consultation exercise that was carried out by officers throughout September 2010. The Stage 0 submission has demonstrated that the key components of this Mandate can be accommodated and therefore meet the needs of local community.
45. Throughout the pre-planning submission stage of this project there will be a further opportunity for local residents and interest groups to comment on the proposals for the leisure centre and demonstrate within the planning application how such feedback has been acknowledged through design.
46. It is still envisaged by officers that a new leisure centre with increased leisure provision than that of the existing centre (in that it will include a fully functional swimming pool and learner pool) will have a beneficial impact on the health of the local community. Through the construction of a fully disabled accessible leisure centre the facilities will be available for all.

## **Performance Management**

47. The performance of 4 Futures in line with their agreed contract will be integrated into existing LEP performance monitoring protocols and performance will be monitored by the LEP board and also the project specific groups discussed in paragraphs 48 and 49.
48. For the overall project governance for this scheme two internal groups have been established and meet on a regular basis in order to oversee the progress of the project. Firstly the Operational Group convenes on a fortnightly basis to discuss programme updates, risk log, budget updates, regulatory issues and to agree key work tasks to be achieved ahead of the next operational group meet. The structure of the group is illustrated below:





49. The second group established is the Elephant & Castle Leisure Centre Strategic Group. This group meets on a bi-monthly basis and is chaired by the Director for Regeneration and Neighbourhoods. Also invited to these meetings are representatives from Legal, Procurement, Finance, Planning and Property. The Project Manager, Elephant & Castle Development Team Project Director, is required to attend this session and report on overall project progress and report any strategic issues. The Strategic Group will be responsible for contributing to key strategic decisions to be made by the Director for Regeneration and Neighbourhoods including the sign-off of Stage One submission and approval to proceed with Stage Two.

### Resource Implications

50. During Stages One and Two the 'Building Schools for the Future' project team will incur up fees associated with project management and further external advice on Value for Money appraisals. These fees will be incorporated within the total project budget as agreed by Cabinet in November 2010. If the project is aborted as per paragraph 18 then all fees incurred to date will be absorbed by the Regeneration and Neighbourhoods department revenue budget.

### SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

#### Strategic Director of Communities, Law & Governance

51. This report seeks the Cabinet Member of Finance, Resources and Community Safety's approval to the procurement strategies and award of contract to 4 Futures, as set out in recommendations 1 and 2. Paragraph 6 of this report confirms that the Leader has delegated such decisions to the Cabinet Member provided value for money is demonstrated.
52. The value of both contracts (design services and construction) exceed the current financial threshold above which it is necessary to seek expressions of interest via a formal contract

notice in the OJEU under the EU Procurement Regulations. However the appointment of 4 Futures as the council's Local Education Partner was procured following an EU compliant procurement process. The council has entered into a 10 year Strategic Partnering Agreement with the LEP which provides a framework under which the council can commission new projects. The OJEU notice for appointment of the LEP detailed those works and services which could be procured through this framework and allowed for projects such as the design and construction of a leisure centre. Subject to value for money being demonstrated and the protocols for LEP engagement being considered, the use of the LEP for these appointments is an EU compliant process and therefore may be approved without a further process of tendering.

53. Paragraphs 39 and 40 note the existence of an alternative framework for development of leisure facilities. Whilst this leisure management framework could be a potential route for undertaking the construction works, the contractor (Buxton) has no exclusive rights to the works being considered at this site, and the council should therefore consider the route that secures best value for it.
54. Contract Standing Order requires that no contract may be awarded unless the expenditure involved has been identified. The financial implications for award of the design services contract and potential liability for abortive costs relating to the construction contract are noted in paragraph eighteen.

#### **Finance Director**

55. This report seeks approval to the procurement strategy and contract award for design services for a new leisure centre at Elephant and Castle. The report also seeks approval for the strategy for the procurement of the construction contractor. Paragraphs 22-24 describe how the demonstration of value for money for the design contract will be evidenced. The Finance Director notes that a further exercise will be undertaken at the relevant time to demonstrate value for money for the construction contract.
56. Paragraph 5 explains that the provision of a new leisure centre at Elephant and Castle was agreed by Cabinet in November 2010 and in line with the recommendations, a capital bid was submitted which is subject to approval by Council Assembly in July 2011. In the event of the project not proceeding to contract award for the construction, paragraph 47 explains how the costs incurred to that stage of the project will be met from existing revenue budgets within the Regeneration and Neighbourhoods department.
57. The Finance Director notes the potential saving on the residential component of the design contract if the Heads of Terms for the disposal of the residential land is agreed by Cabinet.

#### **Head of Procurement**

58. This report is seeking a number of approvals from the Finance Director in relation to the Elephant and Castle Leisure Centre project. It seeks to formalise an earlier procurement strategy decision made to procure design services through the Local Education Partnership (LEP), 4 Futures. It seeks approval for the award of the design services to the LEP and it seeks approval to procure the construction works and their management through the LEP. The award of the construction works will be the subject of a further gateway 2 report.

59. Paragraph 6 of the report advises that approval to engage with the LEP was given at the Cabinet meeting in November 2010 subject to relevant protocols being followed and demonstration of value for money.
60. The report confirms that the LEP arrangement has capacity to deliver the design services and construction works required for Elephant and Castle Leisure Centre project. Alternative procurement routes have been considered and discounted with the recognised programme benefits supporting the recommendation to use the LEP.
61. The design services have been costed and the external technical advisors to the LEP have confirmed that the proposal for delivering these services presents value for money to the council. Paragraph 25 - 29 of the report confirms that performance of 4 Futures to date has been satisfactory and there appears to be no reason why the Council would not wish to use the LEP to deliver these services.
62. There are four stages to the project which are described in paragraph 7 of the report. Stage 0 has been completed. This report deals with the appointment for services required to progress the project through stages 1 and 2. The report explains that the council may terminate the contract with 4 Futures at the end of stage 1. Should this be the case, the council may incur costs depending on the reason for termination.
63. 4 futures will then need to provide costings for the delivery of the construction works. The decision to award the construction works through the LEP will be dependant of the demonstration of value for money. Appendix 2 confirms the agreed approach to demonstrate value for money will be achieved on this and other project proposals received from the LEP.
64. Paragraphs 47 – 49 outline the project governance arrangements and the monitoring arrangements for the LEP generally and on this project specifically. The necessary project structure will be in place to ensure project visibility is maintained, performance monitored and strategic objectives met.

### **Strategic Director for Environment**

65. The Leisure Centre as detailed in the Stage 0 submission meets the aspirations of the sports strategy and should result in a facility which is properly suited to its location at a key population hub in the borough. Officers have looked, with the sport's governing body, at a number of ways in which squash courts could have been accommodated in the new centre. Unfortunately, this would have been possible without the considerable diminution of other provision within the centre or loss of public space and building land outside the centre. Neither of these outcomes is desirable. The centre currently has no pool and the facilities are of poor quality but of over 100,000 sports-related visits to the centre in recent years under 10% of these were to play squash.
66. Although the loss of the squash courts is regretted it must be balanced against the huge benefits that all the other modern and high quality facilities in the new leisure centre will bring to local residents and visitors. In addition to the sports hall; gym and space for dance and exercise the new pools will bring back an amenity which has been missing from the area for almost fifteen years,

## BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Elephant and Castle – Provision of a New Leisure Centre (Open Cabinet Report)	Regeneration and Neighbourhood / Elephant and Castle Development Team. 160 Tooley Street, London. SE1 5LX	Jon Abbott Project Director 0207 5254901
Gateway 1 / 2 - Procurement Strategy & Contract Award Approval for Appointment of 4 Futures to complete Stage 0 design work for the Elephant and Castle Leisure Facility project.	Regeneration and Neighbourhood / Elephant and Castle Development Team. 160 Tooley Street, London. SE1 5LX	Jon Abbott Project Director 0207 5254901
Value for Money Protocol Document	Building Schools for the Futures Project Office. 160 Tooley Street, London. SE1 5LX	Sam Fowler Project Director 0207 5255095

## APPENDICES

No.	Title
Appendix 1	4 Futures Stage 0 programme
Appendix 2	4 Futures Stage 0 risk log

## AUDIT TRAIL

<b>Lead Officer</b>	Eleanor Kelly, Deputy Chief Executive	
<b>Report Author</b>	Jon Abbott, Elephant and Castle Project Director	
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<b>Key Decision?</b>	Yes	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES /CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments included</b>
Strategic Director of Communities, Law & Governance	Yes	Yes
Finance Director	Yes	Yes
Head of Procurement	Yes	Yes
Strategic Director for Environment	Yes	Yes
<b>Date final report sent to Constitutional Officer</b>		9 June 2011