

Item No. 12.	Classification: Open	Date: 20 June 2017	Meeting Name: Cabinet
Report title:		Walworth Town Hall Mandate Review	
Ward(s) or groups affected:		East Walworth	
Cabinet Member:		Councillor Mark Williams, Regeneration and New Homes	

FOREWORD - COUNCILLOR MARK WILLIAMS, CABINET MEMBER FOR REGENERATION AND NEW HOMES

Last year we reported that as further design work and assessment of the Walworth Town Hall was undertaken, we better understood the costs of the project to refurbish the town hall following the fire and deliver the brief previously agreed by cabinet. A budget of £20m had been allocated, however our work indicated that project costs would total £36-40m. Due to the constraints on the council's capital programme we decided this was not feasible. We consulted with local residents and put forward three options for the town hall (continue with the project scope and increased cost; dispose of the building; or re-work the designs to deliver within budget and deliver the project brief). The final option had the most support so we undertook detailed further work with the community last year to better understand the costs and condition of the building and the potential to deliver the project in phases, with a 'slimmed down' project brief, and we considered the potential to dispose of part of the buildings to fund these works.

Following this rigorous process the project costs remained high and would require an additional £10m above the £20m already allocated to deliver a pared down version of the previous brief. Due to the continuing constraints on the council's capital programme this additional resource is not available and is not best use of public money. This report therefore sets out a revised project mandate to seek expressions of interest from the market for Arts and Culture D1 uses. Through the public consultation and further detailed work with the community it was very clear that maintaining public access to the site was a key consideration, as was protecting the rich heritage of the buildings.

The temporary Newington Library site at The Artworks is in place until that site closes late next year, this report asks cabinet to note that accommodation is being investigated for a new Newington Library within the local area.

RECOMMENDATIONS

1. That the revised project mandate (Appendix 1) for Walworth Town Hall as outlined in paragraphs 31-36 to seek expressions of interest from the market for an Arts and Culture D1 use be adopted.
2. Note that accommodation is being investigated for a new Newington Library within the local area.

BACKGROUND INFORMATION

3. At 12.30pm on 25 March 2013 the Grade 2 listed Walworth Town Hall (WTH) suffered a major fire. The town hall comprised the Walworth one stop shop, the Cuming museum, the council chamber and offices. Initial survey assessment of damage following the 48 hour operation by the fire brigade required to extinguish the fire concluded that there had been significant structural damage to the buildings roof and to the council chamber and museum galleries.
4. Since the fire an extensive programme of remedial works and surveys have been undertaken to secure the damaged town hall building and to protect the structure. As an initial phase of refurbishment the west wing roof was reinstated and a temporary roof was erected over the council chamber and east wing to keep the building weather tight.
5. In July 2013 cabinet approved a high level vision for the Walworth Town Hall which was subsequently supported by the community through a consultation process. The vision included the following key priorities for the future use of the building;
 - An enhanced Library space
 - A space for the display of the Cuming collection and potentially a Southwark museum
 - A flexible space that could be used for a variety of purposes including community and civic events, exhibitions and performances
 - Facilities for marriage, civil partnership and citizenship ceremonies undertaken by the Southwark registrar's service.
6. The town hall redevelopment project was identified as a corporate priority and cabinet approved a capital bid for £20m to fund the Walworth Town Hall redevelopment in March 2014.
7. In March 2015 a full design team was appointed following a mini design competition to deliver the council's agreed vision including linking the Walworth Town Hall and Newington Library.
8. At the beginning of 2016 having reached the end of RIBA stage 2 the council suspended the design process due to increases in projected expenditure to deliver the project, relating to the inclusion of Newington Library in the scheme and increasing building costs, ongoing cuts to council funding and the need to respond to changes within service provision across the council.

KEY ISSUES FOR CONSIDERATION

Walworth Town Hall project

9. The Walworth Town Hall is a Grade Two listed building built in in 1864-65. The adjacent Newington Library was built slightly later in 1892. The original Vestry hall is the second oldest in London and the building complex is a significant landmark within the local area. It has maintained a civic and community function in various forms from its opening through to the fire in 2013. All redevelopment works must respect and enhance the heritage listing and meet the requirements of Southwark conservation policies and Historic England.

10. While the adjacent Newington Library escaped major fire damage it was water damaged, and in need of general upgrading including modifications to comply with DDA regulations. The Library shared the public conveniences located in the Town Hall next door. The fire has meant that these are no longer safe to access. Initial investigations into accommodating the vision in the Walworth Town Hall building alone did not allow for the facilities required while the physical block layout and individual building footprints meant developing the buildings in isolation was problematic and inefficient. On that basis the project scope was reconsidered and designs were progressed which included the building complex of the Walworth Town Hall, Newington Library and the Cuming building.
11. Throughout the remedial works and detailed as part of the early design process for the Town Hall complex a number of surveys and investigations have been undertaken. This has increased council's knowledge of the condition of the buildings. As a consequence there is greater certainty as to the level of works required to deliver the project mandate agreed by cabinet in July 2013. While the buildings are now structurally sound, to make them function as a modern public facility requires replacement of the existing utility infrastructure, adaption to meet current regulations, restoration to a conservation standard and spatial reconfiguration to accommodate changes in use.
12. Initial High Level QS evaluations were undertaken on the preliminary concepts developed through the tender process for Lead Architect. The evaluation gave a construction cost of £26million which took the project over budget before fees and fit out costs were factored in. The construction figure was comparative when benchmarked against projects of a similar nature and complexity.
13. The project costs over and above construction include full design team fees, surveys and specialist consultants, client contingency and fit out for specialist rooms and museum. These figures took the total cost for the project over £36million.
14. In order to finance the project other streams of funding were investigated, such as lotteries funding. It has been concluded that this option has only limited potential to meet the shortfall. The council would still need to make significant additional funds available from its capital programme to deliver the project. In an environment of ongoing local government cuts to funding and increasing building costs the council had no option but to consider whether such a step was value for money and whether the community would still support the high level of expenditure when funding for other services would have to be reduced.
15. Following the suspension of the design process in early 2016 council went back to the community in March 2016 to consult about options for the future direction of the listed buildings. One hundred and twelve online responses were received and 28 comments were received from Walworth Community Council as documented in the consultation summary report (Appendix 2).
16. The consultation responses demonstrated that the community wanted to maintain the public access and activity associated with the Walworth Town Hall and that the historic landmark continues to be valued for its significance architecturally and socially within Walworth. It was also suggested that a community group be established to work with council to try and find a solution for the town hall that worked within the budget that had been allocated by council.

The Walworth Town Hall forum was subsequently established involving community members, councillors, council officers and the project architects and a series of meetings were held over spring and summer 2016.

17. The forum recommended a scheme focused on the delivery of a library and heritage offer but delivered on a phased basis with the east wing leased to a third party for a commercial use. While this proposal had reduced the overall project expenditure it still required an additional £10million than allocated in the capital budget. The scale of the budget shortfall meant that this option could not be taken forward either.
18. The council continues to face a challenging financial environment which affects both capital and revenue budgets. All council services need to deliver greater value for money and make efficiencies in management. Those services which were part of the council's initial vision for the buildings [libraries, heritage and registrars] have confronted difficult budget choices which have necessitated a review of their accommodation requirements. This has resulted in some services [registrars and part of heritage] making decisions to remain in existing locations rather than moving to a refurbished town hall as per the original vision.
19. The various concurrent reports provided by individual service areas contained in this report set out in more detail the accommodation issues that have been considered. In summary it has been concluded that the spatial requirements of the various council services have been substantially reduced since the original mandate in 2013. The RIBA stage 2 scheme would now provide more space than the council requires and running costs for that space are also expected to exceed service resources.
20. Current ongoing expenditure for maintaining and monitoring the Town Hall and Newington library runs to circa £35,000 per month. This expenditure includes 24/7 security which is a requirement of Southwark's insurance company for the buildings. As a responsible property owner the council has a duty to ensure that these historically important buildings do not deteriorate further. This continues to be important as the buildings have, following the fire, been placed on English Heritage building at risk register. The utilities throughout the building must therefore be monitored and maintained to ensure the premises remain dry and ventilated thereby preventing any further deterioration to the fabric of the buildings.
21. In an effort to reactivate the complex Southwark is currently negotiating a meanwhile use for Newington Library. A two year lease is being finalised with the Art Academy and subject to completion it is envisaged that the arts facility will open in August. While this use will result in a small reduction in utilities costs to the council, the substantial revenue costs associated with 24/7 security will continue.
22. The Art Academy is an independent art school and charity already based in Southwark, offering a wide range of art education programmes to a very diverse group of participants. Alongside the long-term courses (3-year Diploma in Fine Art, 2-year specialist diplomas, 1-year Fine Art Foundation and 2-year Certificate courses) it offers evening classes, part-time study, and weekend and short courses.

23. In addition to the Art Academy's regular education programme a condition of the lease is that a programme of public events and exhibitions will be coordinated throughout the year with local groups and organisations in the ground floor library. This will create opportunities and increase the level of access and use of the building by the community and bring some exciting activities to Walworth.
24. The two year meanwhile lease period will not be an obstacle to a permanent D1 solution as the process of identifying a suitable Arts/Cultural use, carrying out negotiations with potential occupiers and planning processes are envisaged to require a similar timeframe.

Elephant and Castle Regeneration

25. The regeneration of the Elephant and Castle is now well underway. The phased redevelopment of Elephant Park located to the immediate north of Walworth Town hall is on site. The first phase at Trafalgar Place is completed, the second phase at South gardens will complete later this year and phase 3 is on site. One the Elephant and the council's new leisure centre have been completed. The Real Star scheme [formerly 360 on the site of the former London Park Hotel] is rapidly emerging on the London skyline. Planning consent has recently been granted for the redevelopment of Skipton House and a planning application has been submitted for the redevelopment of the shopping centre and London College of Communication sites.
26. In combination these projects will deliver new homes shops, higher education and business space alongside new parks and public spaces. This growing population will require access to Arts and Cultural facilities. Some facilities will be provided by the developments summarised in paragraph 25 above. The Real Star scheme includes a new 150 seat venue for Southwark Playhouse. The Skipton House consent includes a 350 seat cultural venue while the shopping centre application includes proposals for new cinemas, exhibition space and a live music venue.
27. While these projects will expand the arts/cultural offer within the regeneration area the Walworth Road does not currently accommodate this type of facility and none is proposed in other planned developments. The use of the Walworth Town Hall group of buildings for arts and culture has the potential to expand the offer further and help to attract residents into the area which can benefit businesses in the high street. Such a use would also have the potential to maintain public access to the buildings. There are a number of examples in London of similar buildings being put to this type of use which suggests that there may be scope to attract similar uses into the area e.g Newport St Gallery,

Summary of the current position

28. A large number of options for the buildings have been considered in order to meet the budget and deliver the project. None have come within the original budget requirements and over time council budget positions have worsened. The design and survey work undertaken to date has provided greater certainty about the budget that would be needed to deliver the original 2013 project mandate. It is however inevitable that there remain significant costs risks arising from the condition, age and historic importance of the buildings. As a consequence there is a significant risk for the council that the budget for the project would escalate

further.

29. Service reviews have also concluded that even with sufficient capital resources the spaces provided at RIBA stage 2 would not all now be needed. Furthermore the space provided within the proposed scheme could not be managed within reduced revenue budgets. The council therefore has no option but to continue to fund significant maintenance costs until a solution that secures the long term future of the buildings is agreed.
30. In conclusion a new approach is needed to identify an alternative use for the buildings as the original 2013 project mandate for a council led scheme is no longer viable. The development of the new Elephant and Castle town centre is gathering pace. While there are Arts and Cultural facilities within these schemes there is scope to extend this offer further to meet the needs of the growing population. The Walworth Town group of buildings could potentially be attractive to this sector. The remainder of this report sets out how this option could be explored further.

Revising the project mandate and next steps

31. Cabinet will first need to adopt a new project mandate for Walworth Town Hall to replace the one agreed in June 2013. The feedback from the community consultation has identified continued support for maintaining public access to this important group of local buildings in the future and to respect and enhance their heritage qualities. Secondly, it continues to be important that the future use of the buildings should complement the council's wider regeneration vision for Elephant and Castle and contribute to the vitality of Walworth Road. The council's financial position now means that investment from third parties will need to be attracted to ensure that these core objectives can be delivered.
32. In order to test the feasibility of this approach it is recommended that a marketing exercise is undertaken to test whether there are Arts and Cultural organisations who would be interested in using the group of buildings and if so, on what basis. It should be emphasised that the marketing exercise would be restricted to Arts and Cultural uses within the D1 use class. Specialist marketing advice will be taken to ensure the exercise is promoted to the sector to achieve the best possible response. Finding suitable candidates will be achieved through a two stage process comprising of Expressions of Interest and then shortlisting prior to a more detailed second stage Invitation to Tender.
33. A substantial amount of information about the buildings condition exists and this will be made available through the marketing process to provide a comprehensive background to all considering the opportunity at the town hall and Newington Library. There are risks associated with the building condition and there are infrastructure requirements to bring the buildings in line with current requirements that should be understood in order to minimise speculative bids being submitted.
34. The Town Hall, Newington Library and Cuming buildings have always comprised both publically accessible space as well as office accommodation which were not open to the community. It is very likely that an arts and culture organisation would also wish to use the buildings on a similar basis. The marketing exercise will however make clear that the council requires public access to be maintained to significant element of the buildings.

35. While Southwark is not in a position to undertake the redevelopment of the WTH complex the importance of the building and its relationship to local residents is well understood. Arts and Cultural organisations are able to attract public and private funds to support their investment plans which council's cannot directly access. The extent to which they are able to provide the investment necessary to support their proposals for the group of buildings will be tested through the second stage of the marketing exercise. Whether the council would need to invest in a project from the existing allocated project budget to support a proposal which was considered capable of achieving its regeneration and public access objectives can therefore be considered at a later stage in the process. Such a decision may be necessary given the challenges that any organisation is likely to face due to the condition of the buildings and the complexity of the work required to successfully bring them back into use.
36. The Revised Project Mandate (Appendix 1) provides an outline of the proposal to progress marketing and leasing the Walworth Town Hall, Newington Library and Cuming building. The marketing brief will be developed in conjunction with specialist advisors to ensure the best opportunity to attract investors that are aligned with the D1 uses and regeneration aspirations for an arts and culture facility that is at the heart of the Walworth community. The proposed programme for the marketing process will follow the appointment of specialist advisors. That appointment will be the subject of separate Gateway reports.
37. As noted in paragraph 8 the original design process was suspended in early 2016. The adoption of the new mandate will mean that no further design work will be required to develop a scheme to deliver the July 2013 vision. As a consequence the NEC3 professional services contract between the council and Faithful + Gould who is the lead consultant will now be terminated.

Library and Heritage Services

38. Southwark is committed to maintaining library services at the Elephant and Castle. Following the fire in 2013 a temporary Newington Library was provided within the Artworks scheme. The lease for this space will come to an end in December 2018. The plan was then to move the library back into the newly refurbished Walworth Town Hall. This is no longer feasible. In order for Council to provide continuity of service officers are actively seeking an alternative permanent location in the Elephant & Castle that can accommodate a modern library service of around 1000sqm. The library service is looking to develop new strategies to take their services into the future and this includes greater digital access to information while continuing to provide a physical presence in our communities.
39. Southwark is also committed to its heritage service and providing access to its collections. Ongoing improvements are being made to digitalise the collection records and the service is looking to provide new and innovative ways of showing the collections across the borough. It is envisaged that displays of the collection will be integrated into the new library facilities in the local area.

Policy implications

40. The 2007 Southwark Plan saved policies protects arts and culture and community facilities from a change of use. The D1 designation for the Town Hall,

Newington Library and Cuming building is protected to ensure provision of a range of uses within the community, to meet diverse, local needs and to balance development pressure with the provision of community facilities.

Policy 1.11 – Arts, Culture and Tourism Uses

Policy 2.1 – Enhancement of Community Facilities

Policy 2.2 – Provision of new Community Facilities.

41. The adopted Elephant and Castle SPD (2012) identifies a vision for the opportunity area which is for the redevelopment into an attractive central London destination with excellent shopping, leisure facilities and cultural activities. In order to achieve this vision the document identifies a series of objectives including that of the provision of ‘more and improved educational, health and community facilities which meet the needs of existing and future residents’ (paragraph 3.2.7). Agreeing the next steps in the marketing of the Walworth Town Hall will support this regeneration objective through the enhancement of the arts and culture facilities.
42. Southwark cabinet adopted its new cultural strategy “Creative Southwark” 2017 – 2022 in March 2017. The strategy set out the council’s ambition for culture in Southwark for the next five years focusing on three key themes, Creative Economy, Creative Growth and Creative People. The need to support creative industries to develop and grow in the borough runs through the entire strategy. One element of this includes the need to provide access to suitable cultural spaces which are resilient over the long term and acknowledge the diversity of our communities and especially the support required in areas of regeneration. Maintaining a D1 use in the town hall complex will help deliver the themes of the culture strategy.
43. The councils Fairer Future promises gave commitment to retaining all 12 of Southwark’s Libraries and to continue the modernisation of the library service. Council will uphold this commitment through the provision of a library in an alternative location to WTH and Newington Library within the local area.
44. The Arts Council which now has responsibility for public libraries has recently issued a report called Envisioning the Future. The findings of the report are based on extensive consultation and research and identify four key ingredients for the library of the future. These are:
 - Placing the library as the hub of the community
 - Making the most of digital technology and creative media
 - Ensuring that libraries are resilient and sustainable
 - Delivering the right skills for those who work in libraries.

The provision of modern, improved library facilities at the local area would enable the implementation of these principles, carrying on the work already in place at other libraries in the borough.

Community impact statement

45. The report recommends marketing the Walworth Town Hall to identify whether there are arts and cultural uses which would be interested in the premises. The extent to which the use meets the needs of the diverse local community [including age and ethnicity], will be one factor that will be considered during the

selection process.

Resource implications

46. Costs associated with the marketing exercise [including those associated with any specialist advice should this be required] will be met from the Regeneration North budget. Officer time required to manage the procurement process to select the specialist advisors can be contained within the team's revenue budget.
47. Expenditure incurred through the leasing of the WTH will be covered through existing Regeneration North budgets.
48. There are no further costs arising from the termination of consultant agreements relating to the original design exercise.

Consultation

49. Consultation on the suspending of the WTH project and the process of finding a resolution has been presented in paragraphs 15-17. As part of the marketing and leasing process the community and the Walworth Town Hall forum will have the opportunity for input through consultation processes run alongside the formal evaluation process.
50. An East Walworth ward councillor survey about what people want to see in Walworth is proposed which will report in August and this information will feed into the decision making process for leasing the buildings.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

51. The cabinet will be aware of the Public Sector Equality Duty (PSED) under the Equality Act 2010, and when making decisions to have regard to the need to eliminate discrimination, harassment, victimisation or other prohibited conduct, and to 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 characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion, religion or belief, sex and sexual orientation. The duty also applies to marriage and civil partnership but only in relation to the elimination of discrimination. The cabinet is referred to the community impact statement at paragraph 45 of the report which states that the needs of the diverse local community (including age and ethnicity) will be one factor that will be considered during the tender selection process.
52. The cabinet is also referred to paragraphs 49-50 of this report which set out the consultation that has taken place as well as the survey that is due to take place. The council has a statutory and common law duty to consult on certain areas of service delivery and the formulation of proposals or decisions. To meet legal requirements, consultation must be undertaken when proposals are still at a formative stage, it must be meaningful and include sufficient reasons for the proposal and allow adequate time for interested parties to consider and respond, and the outcome of the consultation must be conscientiously taken into account when the ultimate decision is taken.

53. Paragraph 37 states that the NEC3 Professional Services Contract with Faithful + Gould (the lead consultant) will now need to be terminated and paragraph 48 states that there are no costs arising from termination of the consultancy agreement. Under the NEC3 Professional Services Contract, termination is a 'compensation event' which means that a consultant may seek a termination payment from the employer for costs reasonably incurred in expectation of completing the whole of the services and to which the consultant is committed. The council has obtained written confirmation from Faithful + Gould that Faithful + Gould will not be seeking payment from the council for the termination of the existing contract.

Strategic Director of Finance and Governance (FC16/049)

54. This report is requesting cabinet to agree to seek expressions of interest from the market for an Arts and Culture D1 for the project mandate (Appendix 1) for Walworth Town Hall as outlined in paragraph 31-36. Full details are provided within the main body of the report. The report is also requesting cabinet to note that accommodation is being investigated for a new Newington Library within the local area.
55. The strategic director of finance and governance notes that there are no immediate resource implications arising from this report as the costs associated with this process will be funded within existing revenue budgets. Any additional funding requirements following this process will be subject to separate reports for formal approval by cabinet.
56. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

Director of Leisure

57. The council's library and heritage services are delivered at 12 locations across the borough, including the local studies library and archive. Southwark has been transforming its libraries; Peckham Library, Canada Water Library and more recently Camberwell Library that has just won a national "Library of the Year" award to provide modern, flexible accessible spaces and is considered a leader in best practice in modern library design. The new libraries in Grove Vale and Aylesbury will continue this trend.
58. Transforming a Grade 2 listed building into a modern public library would require considerable investment and given the nature of the building, would require some compromise in terms of the open plan flexible space that is needed to deliver library services. In addition, as revenue resources are squeezed, we no longer have the staff resources across the library service as in the past and we no longer have the resource to provide services across a number of floors.
59. The service considers the best option for provision of a library in Newington to be in an area of high footfall and located near to public transport, shopping and leisure facilities. A modern space on a single ground floor, with direct public access and a shopfront will help us to retain existing users but to also grow usage with the anticipated growth in the population in future years. The library needs to be designed to deliver 21st century services with space for book and periodicals, study, ICT, information resources and a flexible space that can be used for a range of

activities. The right space would also support the provision of high quality digital resources and could incorporate space for a changing exhibition of museum objects and delivery of heritage education sessions.

Director of Customer Experience (Registrars)

60. The council's Registrars service provides birth, death and marriage registration services as well as civil partnerships and citizenship ceremonies. The service is located at 34 Peckham Road where all registration and administration processes take place as well as many ceremonies. The premises provide a single ceremonies room which can accommodate only relatively small events. The council has also licensed many other venues across the borough where ceremonies may be performed. The service is self funding; the day to day costs of running Registrars is covered by the charges recovered from service customers.
61. The Registrars service was involved in the early scoping discussions around the rebuilding of Walworth Town Hall. It was thought that this could be an opportunity to provide Registrars services in an attractive, historical setting as part of a larger council and community based facility. It was envisaged that two ceremonies spaces could be created; one larger room and a second room for more intimate ceremonies. It was also thought that the building could combine ceremonies with reception arrangements where guests might be entertained.
62. The practicalities of combining these services with the other functions envisaged for the building were challenging. The space was very tight and the flow for those customers and their guests attending ceremonies was difficult. The problems of bringing services together and delivering them at an acceptable cost proved difficult to overcome. When it became clear that the budget was unable to support the plans that were being drawn up, Registrars was removed from the scope of the project.
63. The service is now considering options for making improvements to the premises at 34 Peckham Road to make it a more attractive place for ceremonies and boost income further.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Walworth Town Hall – A Strategic Vision for the rebuilt Town Hall’ – Cabinet Report July 2013 (Item 14)	Regeneration North 160 Tooley Street London SE1 2QH	Jon Abbott 020 7525 4902
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=4549&Ver=4		
Walworth Town Hall – Agreeing the way forward – Cabinet Report March 2014 (Item 20)	Regeneration North 160 Tooley Street London SE1 2QH	Jon Abbott 020 7525 4902
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=4556&Ver=4		

APPENDICES

No.	Title
Appendix 1	Walworth Town Hall Revised Project Mandate
Appendix 2	Walworth Town Hall Consultation Report March 2016

AUDIT TRAIL

Cabinet Member	Councillor Mark Williams, Regeneration and New Homes	
Lead Officer	Eleanor Kelly, Chief Executive	
Report Author	Jon Abbott, Head of Regeneration North	
Version	Final	
Dated	8 June 2017	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Director of Leisure	Yes	Yes
Director of Customer Experience	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		8 June 2017