

<b>Item No.</b> 15.	<b>Classification:</b> Open	<b>Date:</b> 12 December 2017	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Office Accommodation Strategy - Queens Road 4	
<b>Ward(s) or groups affected:</b>		All	
<b>Cabinet Member:</b>		Councillor Fiona Colley, Cabinet Member for Finance, Modernisation and Performance	

## **FOREWORD - COUNCILLOR FIONA COLLEY, CABINET MEMBER FOR FINANCE, MODERNISATION AND PERFORMANCE**

Southwark Council is committed to delivering high quality, value for money services and ensuring our organisation and our services are fit for the future. Our Modernisation Strategy is central to this. The proposal for a new operational building on Queens Road is a substantial step towards achieving this.

The new building will allow us to bring together services and staff currently spread across six different buildings in Peckham and East Dulwich. This will allow us to make more efficient use of our assets and free up sites for much needed housing. This project will deliver great value for money, but it is about so much more than that.

Many of the existing offices are frankly sub-standard, demoralising and in some cases even unwelcoming places to work and visit. This project is an opportunity to provide a substantially improved and welcoming environment for families at risk of homelessness and for vulnerable children, as well as for our staff who work so hard to provide these vital services.

The project is not without challenges and we will need to continue to work collaboratively with staff, service users and residents in the local area to ensure the best possible design both inside and out.

Our intention is that the design of the new office will enable staff to work in new ways in a building that is fit for purpose. It should enable residents, particularly families and children, to access our services in pleasant, modern spaces and meet our aspiration to treat all residents as we would valued members of our own family. The new building will be an exemplar for the type of changes we want to make across all our frontline services and workplaces.

## **RECOMMENDATIONS**

1. That cabinet note the need to reprovide Sumner House for housing in line with the council's housing policy priorities and as agreed at main planning committee on 28 March 2017.
2. That cabinet confirm 133-137 Queens Road, SE15 2ND (QR4) as the location for service users of our targeted services currently based at Bournemouth Road, Sumner House, 47b East Dulwich Road, St Mary's Road, Curlew House and Talfourd Place, and as an office base for the staff who provide these services.

3. That cabinet authorise officers to undertake the development of the QR4, subject to the council's governance processes for expenditure, procurement and statutory processes such as demolition, planning and consultation.
4. That subject to the agreement to recommendation 2 and 3 above, that capital provision is made for the development of QR4 and that this allocation is incorporated into the council's Capital Programme Refresh Report in February 2018.

## **BACKGROUND INFORMATION**

### **Service context**

5. Southwark Council is committed to offering the best possible service delivery to its residents. In 2013, the customer service centre was brought in-house from an external provider, and a new customer centre for universal services such as housing repairs, waste collection and recycling was opened in Peckham. Peckham is at the heart of Southwark's community, and is also home to the primary My Southwark Customer Service Point, which has 28,000 visits each year. Since the service was brought in-house, further work has been underway to improve and develop the customer access to these universal services through the Southwark web site and the development of 'MySouthwark' on-line accounts for residents. The focus of this work was to improve access to services at a time and location which is convenient to our residents, for high volume, transactional services.
6. This focus on a high quality location for service delivery, based at the heart of the community has not yet been developed in the same way for users of our targeted services such as homelessness, youth offending service and children's social care. These users are some of our most vulnerable, and are often accessing targeted services from a number of different locations, across the borough in buildings which have not been well maintained.
7. The current customer experience for these groups is not in line with the council's fairer future promises. The reception spaces are in need of some refurbishment and are not in a good state of repair. The fundamental design of the customer areas is dated.
8. In addition, these buildings do not provide a conducive working environment for staff, hampering collaborative working and preventing appropriate co-location with colleagues across services. We have already seen the benefits of cross-council working for staff located in our modern buildings in Tooley Street, the Queens Road 1, 2 and 3 buildings and the Peckham Customer Centre and the development of the site at 133-137 Queens Road provides an opportunity to realise these benefits for more of the council's workforce.
9. The development of the building is just one part of the change process and staff will be supported to review and improve their ways of working by optimising their use of technology, and streamlining processes to improve the overall quality of service delivery and the experience for residents. This will include the removal (where appropriate) of paper based, manual processes and eradication of duplication.

### **Strategic direction**

10. A move into a smaller estate for our office accommodation and service delivery buildings is in line with the council's strategic plans. On 1 November 2016, Cabinet

endorsed the strategy in Southwark's Modernisation Programme which outlined how Southwark would become a transformed, forward thinking, dynamic council that effectively embraces modern ways of working in order to better serve our customers.

11. The workplace strategy which was endorsed as part of this proposal included developing the council's office accommodation across a two-centre model by increasing capacity at the Queens Road complex. This development could be seen as the council's 'end game' for its office based estate and a solution for the co-location, consolidation and re-engineering of our customer facing services.
12. The implementation of the council's accommodation strategy will require ongoing review of the council assets to ensure that the best use is being made of our accommodation for service delivery and our office estate. As part of this work, the current usage of Tooley Street and Queens Road 1, 2 and 3 will be monitored so that we maximize the floor space. The two centre model is predicated on flexibility, so that the council can scale back overall accommodation, with the potential to release buildings and make savings in response to changing staff levels and requirements. QR4 provides the council with a core location for public-facing targeted services with a back office which will adopt new and streamlined ways of working. Work is under way to make best use of our current floor space and technology in the other buildings so that they match this efficient usage of space.
13. There are a number of strategic drivers for the approach to our office accommodation:
  - An imperative to make cost savings in our office accommodation estate to support activity to manage the financial pressures which the council faces.
  - A need to use our accommodation in a way which supports our ongoing work to improve service delivery.
  - A need to release or vacate substandard buildings for redevelopment which currently are being used as an access point for services for some of our most vulnerable residents. This will generate a need to accommodate 600 staff elsewhere.
  - That 160 Tooley Street is not designed for, nor has the space to accommodate front-line services and customer access.
14. The need to vacate Sumner House is to allow the site to be considered for housing opportunities and to support regeneration in the area. The Sumner House and Flaxyard (Levitt Bernstein Architects and East Architects) development went to main planning committee on 28 March 2017. The committee granted planning permission subject to completion of s106 agreement. The tenure mix would be as follows: 96 social rent properties; 24 intermediate and 48 for private sale. This imperative means that 300 Children's social care staff will be displaced and will need to move to alternative offices.

### **Establishment of the need for an additional building**

15. An external review was carried out in February and March 2017 to look at all options available for Southwark's office accommodation. The outcome confirmed that a two base model is the right approach with the expansion of Queens Road. The proposal is built on having tested the existing estate capacity (Tooley Street and Queens Road) to establish whether there is a compelling need for an additional building (referred to throughout this report as QR4) located at Queens

Road. This was based on a number of factors including timeframe (both delivery and to meet pressing accommodation needs); the service/client perspective (location and mix of uses); value for money (both overall and reflecting the investment already made in Queens Road) and the council's need for resilience and future flexibility.

16. The options are summarised in the table below.

<b>Option number and summary</b>	<b>Overview of conclusions following options appraisal</b>
1. Intensify use of Tooley Street	<ul style="list-style-type: none"> <li>• Tooley Street even with significant investment could not accommodate increased numbers</li> <li>• Tooley Street was not designed for the type of services which need to be relocated</li> <li>• Tooley Street is the wrong location for front-facing services.</li> </ul>
2. Serviced Offices	<ul style="list-style-type: none"> <li>• Becomes expensive for more than a short term fix</li> <li>• Experience has demonstrated more complex/expensive than first envisaged (e.g. IT systems, security)</li> <li>• Serviced offices tend to be in the north of the Borough - in the wrong location.</li> </ul>
3. Development of an additional off-site manufactured building	<ul style="list-style-type: none"> <li>• Using modern construction methods can provide high quality value for money</li> <li>• Consistent with current strategy – two office bases – Tooley Street and Queens Road. Can be bespoke to some extent to meet service requirements</li> <li>• Allows the council to select the right location.</li> </ul>

### **Rationale for the proposed location**

17. Having established that there is a need for another building to deliver our services, a thorough review of other options for the development including the utilisation of other existing council buildings has been undertaken. Tooley Street is not suitable for service delivery of the targeted services as described in this report, due to the building design work which would be required to change the layout of the ground floor to provide access to services. The location at London Bridge is less convenient and less accessible, as it is not a residential hub for these user groups. A new office building based in the Southwark community is more accessible for service users and meets the council's desire to provide services within the community that it serves.
18. Work has therefore been carried out to assess where there could be a viable site to accommodate a fourth building near the current Queens Road service buildings. 133-137 Queens Rd, SE15 2ND has been identified as the most suitable and affordable site due to its size and proximity. It is located within the immediate vicinity of the current Queens Road buildings.
19. This location is central to the borough and has a direct rail link about 15 minutes travelling time from Tooley Street. This enables staff to move quickly and easily

between the front line services provided in Peckham and the administrative centre of the council at Tooley Street. It also provides an excellent transport hub including a good bus service, London Overground and Network rail services and a good cycle network for use by service users as well as staff.

20. Southwark's staff travel to and from work from all over London and the surrounding areas, so ease of access to work is a key issue in the recruitment and retention of staff. Southwark's staff have a mobility clause in their contract, and their work would continue in QR4, so this move in location would not lead to a redundancy situation for our staff groups based in the buildings which are proposed for closure and would be subject to consultation in line with the council's policies and procedures.
21. The services in scope for relocation to Queens Road support some of our most vulnerable residents. These include fostering and adoption, youth offending and homelessness services. 133-137 Queens Rd, SE15 2ND could be redesigned for public access and use by these services. More than 600 staff deliver these services, which currently receive more than 1000 visits per week.
22. The property at 133-137 Queens Road is owned by Southwark. It had been leased to the Camden Society for use as a day centre for people with learning disabilities. The council considered a report at Cabinet on 31 October which agreed the creation of a disability hub at other locations in the borough. This means that the 133-137 Queens Road SE15 2ND site becomes available and the council has to consider the future of this site in order to make best use of its assets.

#### **Governance for this programme**

23. Given the complexity and the impact of this work, a specific governance structure has been set up to oversee this programme, see Appendix 1.
24. The appropriate governance around expenditure, procurement and statutory processes such as demolition, planning and consultation will be in line with the council's agreed approach for schemes of this size and complexity. The Board will control the progress of the project by regular reports from the office accommodation delivery team. Gateway reporting will follow contract standing orders and be considered by the housing and modernisation DCRB and CCRB (where required).

#### **KEY ISSUES FOR CONSIDERATION**

##### **Opportunities offered by the development of QR4**

25. The further development of a two centre accommodation strategy based at Tooley Street and Queens Road, Peckham has a number of benefits. By concentrating staff and services in two centres the council is able to achieve efficiencies by reducing the number of properties (some of which are in a poor condition of repair or unsuitable) it has to run and maintain. It is also able to sell properties it no longer needs to raise money to uphold essential services in a time of significant budget pressures.
26. There are a number of opportunities to increase occupation levels in existing buildings and reduce the number of satellite sites by fully developing the two centre model. The development of a new building at QR4 offers an opportunity to bring together related services within housing, adults' and children's into a single site, bringing them into the council's flexible accommodation model and offering

the advantages of co-location and access to modern ways of working to those services. The office space is calculated at a 5.5:10 desk ratio.

27. This will improve the customer experience and further reduce the need to visit a number of receptions at different locations in the borough by consolidating and maximising the use of the various front facing meeting spaces.
28. A new building significantly enhances the experience for staff and service users through the design and use of space in a new building. This has been understood through consultation and engagement with staff and service users to work through their needs and how the building can support the ways that they provide and receive services.
29. This process of workplace design is underway through consultation and workshops with staff and service users from across all services. The process will ensure the new model of office accommodation meets the requirements of all staff, services and customers, yet remains flexible and generic enabling it to adapt as needed to changing demands.
30. In order to understand whether this site at 133-137 Queens Road SE15 2ND would be a suitable location, feasibility studies have been carried out. The outcomes of the studies are set out in the following paragraphs.

#### **Outcome of the feasibility study for the site**

31. The construction of QR4 will allow us to embed new ways of working in a building that is not only fit for purpose, but enables service users to engage with Southwark council in a way that reflects the changing needs of the borough.
32. Subject to approval, the building at QR4 will be constructed using off-site manufacturing techniques. This ensures a quality built product delivered to faster time scales at a guaranteed cost. In addition, an off-site manufacturer will design a bespoke offering that is flexible to meet any future changing needs in the office configuration or front of house service needs. Detailed consideration of service user needs have been incorporated into the detail of the design of the building, enabling real change in the service delivery from the building.
33. Facilitating the right environment for both residents and service users is essential and therefore requires extensive engagement with local residents in the affected area, service users and our Southwark staff. Not underestimating the impact on the local community is paramount and therefore consultation on options will be carried out before a full planning application is submitted for the new building. This will give local residents and businesses the opportunity to influence the design and to address any concerns they may have.
34. The feasibility study has considered the size and siting of the building on the existing site and how we can best avoid any detrimental visual impact for neighbouring properties. The preferred option is for a three-storey building to Asylum Road reducing to a two-storey building on Queens Road. It is proposed that the main public entrance will be on Queens Road and (if needed) supplementary entrances for out of hours use accessed from Asylum Road. The review of landscaping and parking for pool cars has yet to be fully determined but it is expected that a minimum of 5 pool car bays will be provided.

35. The initial discussions around the exterior of the building are focusing on ensuring that it is safer by design, with good lighting and CCTV to ensure the safety of service users and residents. The entrance will be designed to accommodate those waiting to enter in the morning to access services in a way that avoids waiting on the pavement and being exposed to the weather conditions. Security will be considered across the Queens Road campus.

**Outcome of the feasibility study: impact on staff and services**

36. In order to develop a feasibility design brief for QR4 the council have commissioned Tilt, an experienced design and architecture practice, who have previously worked with other London councils.
37. Tilt started the process by carrying out an 'as-is' review to build a detailed picture of requirements. They conducted a series of one to one interviews with key stakeholders from strategic directors to front line service staff, a thorough space audit of existing sites testing their current usage; on-site studies, observation and discussions; a workplace survey and workshops with a cross section of staff and partners. These studies included services delivered from Queens Road 1, 2 and 3 to ensure that the design of QR4 took into account the whole campus and its customers. Reception staff across the current buildings held a workshop to consider the various needs of customer groups and how they can be greeted and provided with discrete and appropriate waiting areas.
38. The co-design workshops will support the process of bringing the services together under one roof and exploring how they can work better together to serve customers/clients. These workshops have looked at detailed customer journeys and creating the right experience for customers and of staff and a building that supports them to create a workplace model that moves beyond rows of generic desk spaces, and some support spaces. Further engagement continues with service users and staff to make sure that the building is designed to deliver their requirements.
39. The resulting design brief will deliver a workplace that is:
- User focused – a pleasant environment for everyone regardless of their age, ability or status in life and providing clear and easy access to services while encouraging full usage and efficiency of space and designing out stressful and anxious situations.
  - Responsive – spaces that are able to respond to a variety of potential changes in use such as adjustable and multi-use contact spaces and a mobile working environment creating positive interaction exchange between people from different settings and cultures.
  - Socially responsible – creating trust in the service provision, educating people in the council's values and fostering a sense of pride in the community while promoting social values like inclusivity and cross cultural collaboration.
  - Healthy – promoting healthy lifestyles and wellbeing through cycle storage, shower facilities and encouraging stair use.

## Initial affordability assessment

40. The development of QR4 could make it possible to release for redevelopment or disposal the following sites of significant disposal value:

- Sumner House
- Curlew House
- Talfourd Place
- Bournemouth Road
- St Marys Road

41. The development would also provide accommodation for:

- services currently at 47b East Dulwich Road which will have to be vacated by December 2018 or soon afterwards.
- front facing No Recourse to Public Funds services from Taplow when that building is redeveloped between 2018-2020 as part of our wider regeneration programme.
- services which are currently based in other council buildings if synergies through service co-location or to meet the council's strategic requirements were identified.

42. Indicative costings that inform the business case are set out in the table below:

<b>Buildings in scope</b>	<b>Capital receipt</b>
47b East Dulwich Road	-
Curlew House	£2.25 m
Talfourd Place	£1.5 m
18 St Mary's Road	£1.5 m
Bournemouth Road	£3 m
<b>Total</b>	<b>£8.25 m</b>

43. It is important to note that while Sumner House is valued at £12m, this has been allocated for a transfer of land value into a regeneration scheme for affordable housing. These funds benefit the council but will not be accounted for as part of this project. A corresponding allocation will be made for this project from the capital programme.

44. In addition, it should be remembered that the council will obtain a substantially better asset in place of those buildings being vacated in addition to being able to offer a significantly better environment for staff and service users.

45. Should the buildings listed above remain in use, then the council would need to find funds for backlog maintenance, compliance and accessibility works, greening and refurbishment of existing buildings if current arrangements were extended. These significant costs, of £5.09m are not currently included within the council's revenue budget or approved capital programme (These are broken down as Bournemouth Road £2.4m; Curlew House £120k; Sumner House £2.4m and Talfourd Place £170k).



46. The costs incurred to January 2018 for the feasibility study will be £299k. This covers the costs of the feasibility study, surveys, the space planning consultant and the development of proposals for the demolition and site clearance.
47. The feasibility study estimated cost for the development is circa £10m for the construction of the new building which is based on proposal for a Gross Internal Floor Area of 4,325m<sup>2</sup>. This includes associated costs for design fees and relevant surveys in order to enable the planning approvals (for demolition and construction) for the new development. Site clearance, demolition and initial groundworks and fit out of the building are approximately £4m. Until the brief for the internal fit out of the building is fully confirmed and the planning implications are known then there is a risk that these costs may be subject to change. It is proposed to de-risk the construction programme by having a separate demolition contract, so that any unknown ground conditions can be addressed at an early stage. There will be an additional cost of £200-400,000 to decommissioning our existing buildings. This makes a total cost of £14.4m.

### **Policy implications**

48. The accommodation strategy to develop the Queens Road Campus supports our overall priority to be a council that is fit for the future, as set out in the refreshed council plan 2014-18. The delivery of the programme is set out in the respective workforce, workplace and IT strategies.

### **Community impact statement**

49. Two Equality and Health analyses have been carried out – the first around the impact on service users whose services will move from their current buildings into QR4 and the second on staff who will move into QR4. Detailed data and evidence is collated on the impact on people with protected characteristics who will access services from the building. The council takes its equality duty seriously as a requirement of all major projects to conduct impact analyses.
50. The buildings (as detailed in this document) from which our service users are currently accessing support from the council are outdated, do not have the best access and are not making the best use of the space available. A new building would be designed in discussion with staff and service users to create appropriate, welcoming and accessible service user spaces as well as flexible and modern working spaces. These would be designed through detailed consultation and engagement with both service users and staff.
51. The equality and health analysis carried out on the Modernisation programme in November 2016 reported that with an increasingly diverse range of employees, customers and partners accommodated by inflexible space, our existing buildings are not being used to their full potential. The council requires a more flexible workplace that can perform multiple functions, promote collaboration, encourage partnership working and are adaptable to future requirements.
52. It is worth noting that it is likely that a large proportion of our workforce could use this building over time, and it was recognised by the Equality and Diversity Panel, early in the council's modernisation story as far back as 2007, that for some staff with a disability the opportunities for greater flexible working would be beneficial. The further development a modern and flexible working environment allows the council to offer substantially more staff the opportunity to work in such an environment.

## **Resource implications**

53. Paragraphs 40 to 47 set out the resource implications of this project. It is worth noting that the proposals will cause the existing portfolio of older buildings to be replaced with a new, modern facility that is better suited to accommodating staff, modernising the organisation.

## **Consultation**

54. Facilitating the right environment for both residents and service users is essential and will therefore require extensive engagement with local residents in the affected area, service users and our Southwark staff. Consultation has been undertaken with key stakeholders, from strategic directors to front line service staff, including detailed engagement with reception staff. Partners who currently use the existing buildings have been consulted. Workshops with staff and service users from across all services will continue. Consultation on options will be carried out before a full planning application is submitted for the new building. This will give local residents and businesses the opportunity to influence the design and to address any concerns they may have.

## **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

### **Director of Law and Democracy**

55. This report seeks the cabinet's approval to a number of recommendations in relation to the office accommodation strategy for QR4. In considering these recommendations, the cabinet should have regard to the council's general duty 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. Paragraphs 25-39 set out the key considerations in seeking approval to these arrangements.
56. At this stage there are no specific legal implications. The procurements to be undertaken for the development of QR4 will be subject to the EU procurement regulations and the council's contract standing orders. Advice will be given on the gateway reports as the project progresses.
57. The Cabinet's attention is drawn to the Public Sector Equality duty (PSED General Duty) under the Equality Act 2010, and when making decisions to have regard to the need to (a) eliminate discrimination, harassment, victimisation or other prohibited conduct, (b) to advance equality of opportunity and (c) 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, or belief, sex and sexual orientation. The duty also applies to marriage and civil partnership but only in relation to (a). The Cabinet is specifically referred to the community impact statement at paragraphs 49-52, setting out the consideration that has been given to equalities issues. Paragraph 49 of the report advises that a documented equality analysis has been carried out as part of the requirement to have due regard to the PSED General Duty in these recommendations. Cabinet must read the documented equality analysis (see background documents) and should satisfy itself that the PSED General Duty has been complied with when considering these recommendations.

58. The Cabinet is also referred to paragraph 54 which sets out the consultation that has taken place, and that proposed to be undertaken. To meet legal requirements, consultation must be undertaken when proposals are still at a formative stage, must be meaningful, including sufficient reasons for the proposal and allow adequate time for consideration and response. The outcome of the consultation must be conscientiously taken into account when considering these recommendations and when decisions are made throughout the life of the project.

### **Strategic Director of Finance and Governance (H&M17/076)**

59. The Strategic Director of Finance and Governance notes the contents of the report, in particular the imperative to vacate the Sumner House site to facilitate the provision of new council housing as part of the Southwark Regeneration Partnership Programme (SRPP). Furthermore, this proposal would enable the wider development of new office accommodation at Queens Road for the co-location, consolidation and re-engineering of customer facing council services, in line with the workplace strategy for a two-centre model approach.
60. The rationale for and operational benefits of this proposal are outlined in the report and would enable the closure and disposal of a number of existing buildings, which are beyond their economic life and no longer fit for purpose from both a staff and service user perspective and unable to support the council's modernisation agenda.
61. The council owned sites (which comprise both general fund and HRA) have an indicative value of £8.25m and disposal would generate a capital receipt for the council's capital programme. Capital receipts are not generally earmarked for specific projects and go in to the corporate resource pool to finance the wider general fund capital programme, which is significantly over-committed as previously reported. Funding will therefore need to be agreed by cabinet at the earliest opportunity.
62. Preliminary estimates for demolition, design, configuration and fit-out of the new facility and decommissioning of existing buildings and relocation of staff is c. £14.4m predicated on accommodating c. 600 staff on a 5.5:10 ratio. This figure contains a contingency sum of £0.8m but remains subject to a +/- 10% tolerance and there are a number of exclusions (risks) which could arise once the site is cleared.
63. Indicative operating costs predicated on the basis of QR1, which is the closest comparator available (albeit half the size), is £1.4m, some £0.2m higher than the existing revenue budget provision. Subject to approval, it would be necessary to ring-fence existing departmental accommodation budgets for the new facility and ensure they are not taken as part of the annual budget setting process. As the programme moves forward and key milestones met, the financial implications will be refined and reported to Cabinet.
64. Changes derived from the new accommodation and modern ways of working are expected to deliver cashable savings at a departmental level from efficiencies and improvements in service delivery through co-location and integration and enhance the experience for both service users and staff. Moreover, it should be viewed in the wider context of the council's overall office accommodation strategy, particularly the potential down-stream benefits of being able to rationalise the council's operational and administrative estate still further and deliver even greater revenue savings going forward.

## Head of Procurement

65. The report notes that Gateway reports will be considered by the the departmental and corporate contract review boards (DCRB and CCRB) as required by contract standing orders. The procurement team will provide ongoing advice and support as necessary for this project.

## BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Accommodation Strategy (QR4) EHIA for staff	Housing & Modernisation, Organisation Transformation 160 Tooley Street London SE1 2QH	Chigozie Okeke <a href="mailto:chigozie.okeke@southwark.gov.uk">chigozie.okeke@southwark.gov.uk</a>
<b>Link:</b> <a href="http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&amp;MId=5753&amp;Ver=4">http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&amp;MId=5753&amp;Ver=4</a>		
Accommodation Strategy (QR4) EHIA for service users	Housing & Modernisation, Organisation Transformation 160 Tooley Street London SE1 2QH	Chigozie Okeke <a href="mailto:chigozie.okeke@southwark.gov.uk">chigozie.okeke@southwark.gov.uk</a>
<b>Link:</b> <a href="http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&amp;MId=5753&amp;Ver=4">http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&amp;MId=5753&amp;Ver=4</a>		

## APPENDICES

No.	Title
Appendix 1	Governance structure for this programme

## AUDIT TRAIL

<b>Cabinet Member</b>	Councillor Fiona Colley, Finance, Modernisation and Performance	
<b>Lead Officer</b>	Gerri Scott, Strategic Director of Housing and Modernisation	
<b>Report Author</b>	Emma Marinos, Director of Modernise	
<b>Version</b>	Final	
<b>Dated</b>	30 November 2017	
<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>
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
<b>Cabinet Member</b>	Yes	Yes
<b>Date final report sent to Constitutional Team</b>	30 November 2017	

# Governance structure for this programme **APPENDIX 1**

