

REPORT FOR: **CABINET**

Date of Meeting:	19 January 2012
Subject:	Future of Cultural Services in Harrow
Key Decision:	Yes
Responsible Officer:	Marianne Locke, Divisional Director Community and Culture
Portfolio Holder:	Councillor David Perry, Portfolio Holder for Community and Cultural Services Councillor Thaya Idaikkadar, Portfolio Holder for Property and Major Contracts
Exempt:	No
Decision subject to Call-in:	Yes
Enclosures:	Initial Equality Impact Assessment

Section 1 – Summary and Recommendations

Recommendations:

Cabinet is requested to:

1. Note the progress to date on transforming cultural services in Harrow outlined in paragraph 2.3 and note the proposals for a further transformation phase as outlined in paragraph 2.2 Options B;
2. Delegate authority to the relevant Corporate Directors in consultation with the Portfolio Holder Community & Cultural Services and Property and Major Contracts and with key stakeholders to develop proposals for Libraries Transformation Phase 2 programme (paragraph 2.2 Option B) and a programme of physical improvements to cultural

assets as outlined in paragraph 2.2 Option B subject to the final approval of options by Cabinet;

3. Delegate authority to the relevant Corporate Directors in consultation with the Portfolio Holders for Community & Cultural Services and for Property and Major Contracts to explore the commissioning of leisure and library services in collaboration with partner boroughs (currently Ealing and Brent for leisure management and Ealing for library services) as outlined in paragraph 2.2 Option C subject to further final approval of the service delivery options by Cabinet.

Reason: To deliver the next phase of transformation of Harrow's cultural services and to ensure the continuation of leisure and library service delivery to the Council whilst delivering efficiency savings.

Section 2 – Report

2.1 Introduction

Cultural services such as libraries, sports, heritage and the arts have the power to transform people's lives and places for the better: through supporting health and well-being, regeneration activities and leisure, information and learning opportunities for all ages. The transformation of cultural services in Harrow is being developed and delivered to respond to technological and service provision changes; and in order to provide infrastructure, efficiency and customer experience improvements at a time of unprecedented financial constraint for the borough. The transformation also aims to respond to the issues associated with sustainable growth across the Borough promoted in the core strategy, such as developing libraries into community hubs which will be used by a wide range of people.

The cultural services incorporated in this report are: public libraries, Harrow Arts Centre and arts development, heritage services, sports and leisure, and the music service. This report updates Cabinet on the progress of the transformation of cultural services and identifies recommendations for the future development and delivery of Harrow's cultural offer, looking at four key drivers to take Harrow's services forward:

- Maximising the use of cultural spaces
- Modernising cultural service delivery for customers
- Ensuring revenue sustainability for cultural services
- Responding to future growth in population across the borough

2.2 Options considered

Transformational changes in the delivery of cultural services in Harrow have already delivered major financial, environmental and customer benefits. However, there is a need for further change to ensure that the cultural services delivered for the residents of Harrow are fit for the 21st century and are sustainable in the long term. Officers have investigated three options which are outlined below:

2.2.1 Option A: Continue the current situation without implementing further major change.

A number of transformational changes have delivered major improvements to the way cultural services are currently delivered in Harrow. For example, the introduction of self-service in libraries has resulted in efficiency savings of £1.14 million per annum whilst delivering a take-up of an average of 95% self-service by library customers. Harrow Arts Centre has increased its audience base by 19% in the first six months of 2011/12 and has over 80 volunteers and 14 Arts Ambassadors delivering a predicted footfall of 200,000 by the end of 2011/12. (see paragraph 2.4 for further detail on improvements)

However, the option to continue delivering in the same way as currently is not a viable one as all Council services are required to make further savings to meet the Council's overall target of £31.4million from 2012/13 – 2014/15. In addition, there are major contractual, infrastructural and performance issues that need to be addressed in order to deliver cultural services for the future. For example:

- The leisure management contract will expire at the end of April 2013.
- The buildings at Harrow Museum (including the Grade 1 listed Headstone Manor) are in a state of disrepair that requires major investment if the service is to continue and to generate income to offset the cost of provision.
- Public library issues and visits are declining (nationally and locally) and complaints in libraries remain high with the poor state of the People's Network cited as the main cause (45% of complaints to date 2011/12).
- Harrow Arts Centre has reduced energy consumption by 25% and increased audiences by 92% in Quarter 2 2011/12 (compared to Quarter 2 2010/11) but box office income is under target and utilities costs are rising higher than energy efficiency measures could anticipate.

Officers do not recommend this option.

2.2.2 Option B: Develop and deliver a programme of further transformational change for the services.

There are currently a number of opportunities to develop and deliver further transformational change in terms of physical infrastructure and customer offer in response to the results of the Let's Talk II consultation conducted in the summer of 2011 and to key stakeholder groups such as Harrow Heritage Strategic Group. These would be as follows:

1) Libraries Transformation Phase 2

After the successful completion of Phase 1, the library service now requires a further transformation/modernisation programme. This would include:

- a) The upgrading of the People's Network public access to ICT (which has not been upgraded since installation in 2001)
- b) The introduction of publicly available Wi-Fi in each library to open up access for smartphones/laptops and increase overall capacity.
- c) Re-contracting the Library Management System (contract ends 2012) as part of a consortium to deliver better value and enhanced customer interface/ management information
- d) A revision of library opening hours based on an analysis of usage and the consultation results
- e) Use new mixed use developments in the town centre as an opportunity to combine Gayton Libraries and the Civic Centre Library on one Harrow Town Centre site (as part of the infrastructure required to support the Heart of Harrow Area Action Plan).
- f) Combining Hatch End Library into Harrow Arts Centre to provide a more cohesive culture offer on site and to release the current library site back to its original use as a dance studio, to maximise Arts Centre income and benefit customers.
- g) Rayners Lane Library is non DDA compliant, on several different levels and difficult to access for parents/carers with buggies etc. Several comments were received from the public at the Let's Talk consultation regarding the access to the building. A more accessible site or offer needs to be investigated.
- h) Maximising the use of other library buildings/sites e.g. by co-location with other providers to ensure that Harrow's libraries are well-used community hubs. Plans for each site should be developed in consultation with local stakeholders and as part of the Council's Corporate Property Strategy.

This programme will require one-off development costs to confirm potential savings and capital implementation costs. The estimated savings come from improved contract costs and reduced staffing costs and are designed to deliver increased visitor performance and support the corporate priority to turn libraries into community hubs. This option will require further public consultation before final approval by Cabinet and implementation .

2) Harrow Museum/Headstone Manor

Officers have been working with key local, regional and national stakeholders such as Harrow Heritage Trust, the Museum, Libraries and Archives Council (London) and English Heritage to develop a vision for the future delivery of Harrow Museum and Heritage Centre services. Harrow Museum is made up of four buildings located in the grounds of Headstone Manor, records of which date back to 825AD. All buildings are listed by English Heritage and the site as a whole is a Scheduled Ancient Monument. The museum service is accredited and benefits from comparatively high visitor numbers.

The buildings on site require major renovation work and Headstone Manor is now listed on English Heritage's Buildings at Risk register (which will be published in April 2012). Building estimates for restoration of the Manor House alone (sourced in 2008) total between £700,000 and £900,000.

Without restoration, services on site will not be able to deliver a quality visitor or heritage service and will not be able to realise the full potential to generate levels of income to offset or reduce the Council's subsidy of the service. The Manor is regarded as one of London's key heritage assets and could be marketed as such, particularly given the proposed "opening up" of access to the site proposed in the master plan for the redevelopment of the adjacent Zoom Leisure site, currently the subject of a planning application by Land Securities. Part of the roof has further deteriorated to the point where officers are preparing a business case for a roof scheme for consideration as part of the Council's capital investment programme.

Renovation would require the submission of a grant funding application to the Heritage Lottery Fund (London) for a grant of up to £2 million. This level of grant funding would require at least a 10% match from the Council as well as development costs of the Round 1 application. Harrow has been identified as a priority borough for HLF London funding. The potential timetable could be as follows:

<i>Date</i>	<i>Detail</i>
June 2012	Cabinet approval of application
July 2012	Submission HLF Heritage Grant Round 1 application
September 2012	HLF decision Round 1
July 2012 – June 2013	Development of Round 2 application
June 2013	Cabinet approval of Round 2 application
July 2013	Submission HLF Heritage Grant Round 2 application
September 2013	HLF decision Round 2

Match funding can be expressed as Council capital funding, officer time and resources and additional funding streams such as Section 106 Planning Gain from local developments. The Kodak site redevelopment plans offer an opportunity to secure resources towards an HLF application. This option will also require further consultation with key stakeholders.

Officers recommend that these proposals are taken forward for future approval by Cabinet.

2.2.3 Option C: Commissioning Library and Leisure Services

The current leisure management contract for Harrow expires in April 2013 and will require re-tendering during 2012/13. This contract encompasses the delivery of services from all three of the Council's leisure sites. Harrow's aspiration is to deliver a new or refurbished Harrow Leisure Centre as part of a Commercial Master Plan that is being developed for strategic sites in the borough.

Feasibility work has been carried out by Ealing, Brent and Harrow Council officers to explore the potential to procure library and leisure services in partnership across more than one borough for these services either as one or

separate service packages (i.e. leisure, libraries or libraries and leisure combined). The feasibility study is based on comprehensive data showing costs, income, staffing levels etc with a 10-year business model.

This study identified, for example, that charitable trusts or Not for Profit Distributing Organisations (NPDOs) contracted to provide such a service delivery model would produce potential savings of a minimum of £200,000pa for Harrow, and potentially significantly more over 3 years, based on the savings of 80% of non-domestic rate relief which is currently available to them. However, due to government proposals in the Local Government Finance Bill: Business Rates Retention Scheme 2011, the potential for savings to the local authority cannot be guaranteed. Additional potential savings from any new service delivery model would come from joint management fee overheads, reduced support services and staffing costs, potential VAT advantages, shared client side/management arrangements and additional income opportunities.

In addition to the “cashable” benefits, there are a number of key performance improvements that Harrow will require which include:

- *Community Involvement.* The key non-financial benefit of trust status, for example, would be increased community involvement in the running of services. For example, there could be an opportunity for the community to become involved through Board membership of a trust.
- *Improved Customer Choice.* With services delivered across more than one borough, there could be increased sophistication in provision
- *Increased access to grant funding.* External organisations such as Trusts or NPDOs have better access to external funding from bodies such as the Big Lottery
- *Increased volunteering opportunities or apprenticeships.* Facilities run by trusts, for example, should be able to access volunteers or provide apprenticeship arrangements and this could be built into any contractual specification
- *Higher participation rates.* Jointly commissioning services would allow for joint marketing and promotions to general and specific groups and wider access to a range of facilities.
- *Staff empowerment.* A trust or social enterprise, for example, would offer staff the opportunity to be more involved in the running of services and to be more entrepreneurial
- *Partnership Working.* There are a number of examples where external providers such as trusts have successfully implemented co-design of delivery, for example, improved partnership with local health bodies, resulting in improved outcomes for local residents.

It becomes critical therefore that the above potential for savings feature in the service requirements over the contract period, currently envisaged as 5 years for libraries and 10 years for leisure. Any contractual arrangements will also need to allow for variations to take account of changes to each borough's needs and developments e.g. the sites in the contract and also include provision for each borough's specialisms in terms of meeting residents' needs.

This would be a major transformation project requiring an initial investment of £50,000 to develop formal options, acquire professional help and guidance to take the proposals forward to tender stage and to contract implementation/client management redesign if options are approved. Any procurement option would need to ensure that protections and options are built into contractual arrangements to allow for each borough to specify its own strategic direction for services without incurring financial or other risks for the partners.

For the feasibility stage, Ealing has provided project management support, HR and initial financial guidance, Brent provided legal advice and Harrow provided financial and procurement advice. If the project is approved to be taken to the next stage, formal governance arrangements will need to be put in place and a complementary procurement approach agreed. A range of options has been considered by Harrow's legal and procurement teams and an internal working group of officers from finance, legal, procurement, HR, and the service leads is being set-up to support the project to the next stage.

As an increasing number of local authorities are looking at delivering services more efficiently in partnership projects, it is recognised that each of these projects has issues for individual boroughs in terms of maintaining local democratic control. There is currently a West London Alliance working group exploring these issues on behalf of the West London authorities to bring forward possible solutions and a framework for future projects, to minimise duplication of effort each time.

Officers are now seeking approval for delegated authority to proceed to tender for libraries and leisure services across more than one borough subject to further approvals by Cabinet; to be delivered as single or multi-service packages as follows:

- Leisure
- or Libraries
- or Libraries & Leisure combined

Governance arrangements would be confirmed by the time of the issue of the OJEU notice in February 2012. Issue of the OJEU is not, though, dependent on governance arrangements being confirmed. Further consultation with residents on the specification of services and with affected staff will be required as part of the process and an analysis of customer data to further inform the needs analysis for services. The proposed timetable is as follows:

<i>Proposed project milestones</i>	
Cabinet approval to procure in principle	January 2012
Design of public consultation and Equalities Impact Assessment	End Jan – mid February 2012
OJEU issued	Start February 2012
Public consultation	20 February – 11 May 2012
Cabinet approval of specification and EQIA to proceed to tender	June 2012

Officers recommend this option.

2.3 Background

Across the country and in London, there are now a number of different models for delivering cultural services. For example, Essex County Council now delivers Slough Borough Council's library service; Brighton has tendered its library stock delivery service and Hounslow has tendered all of its cultural services to a contractor consortium with John Laing PLC delivering the library arts, parks and heritage services

2.3.1 Other local authorities are investigating or are already in partnership re joint delivery of one or more of their respective cultural services across two or more boroughs. Examples in London include Lambeth, Southwark and Lewisham; and Hammersmith & Fulham, Kensington & Chelsea and Westminster. Croydon and Wandsworth are currently considering joint procurement for their library service. Other authorities are maximising the use of their cultural assets by co-locating council or other services in cultural buildings (new build or existing). For example, Newham co-located their customer access points into libraries.

2.3.2 The social enterprise or trust model has operated in the delivery of leisure management for local authorities for some time and a number of leisure providers are looking to expand into other cultural areas such as libraries.

2.3.3 Over 2,000 residents took part in the Let's Talk 2 consultation in the summer of 2011 on Harrow's cultural service offer. The council wanted to hear what people thought of these services; how often they use them; what they like or dislike about them; what they wanted the council to do differently or stop doing altogether. The survey also asked residents their views on locating services in one place, what they think of seeking out new providers for services such as local residents or organisations running services. 79% of respondents use library services in Harrow and 40% used Harrow's other cultural centres (the Arts and Leisure Centres and Harrow Museum).

Comments included:

Harrow Museum: *"Greater utilisation of the other building surrounding the Tithe Barn. Not just dry exhibit, a greater range of exhibits - something more than Whitefriars Glass, or the rise and fall of Kodak please a much, much greater focus on cultural diversity in terms of programming, outreach and active involvement of the people"*

Libraries: *"One Shop-style access points, providing: - Greater flexibility in terms of use for community groups (Evenings) for small scale presentations, arts activities, meetings. - Weekend children's activities..."*

Leisure: *"Make it affordable and accessible to every part of the borough"*

A summary of what is needed from the council in improving these services is:

- More facilities for children
- Better advertisement/marketing of services
- Lower prices with regards to the services
- Longer/better opening hours
- Better maintenance of services

69% of all respondents to the question said they were not interested in helping to support these services.

2.4 Current situation

2.4.1 Harrow's cultural services have already undergone significant transformational change with new staffing structures, and contractual arrangements in libraries, the Arts Centre, leisure management and the music service. The leisure management contract was re-tendered in March 2011 and heritage services are rebuilding relationships with key national, regional and local stakeholders to help determine the development of Harrow Museum. The sports development team has been incorporated into the Community & Culture Division.

2.4.2 Harrow Library Service has undergone a significant change programme over the last year with the implementation of self-service, a staffing restructure which has allowed staff to become more customer focussed and accessible and streamlining of back office functions. Around 95% of customers now use self-serve across Harrow's Libraries. A customer survey in November 2011 was conducted to assess how the implementation was conducted through a mystery shopping exercise across 11 libraries and through face-face surveys in three libraries.

Key findings are:

- RFID has been a welcome improvement in library services.
- 47% of the users surveyed were unaware that the changes were going to be taking place.
- 79% of library users used the RFID kiosks on the day surveyed without assistance and feel they have enough information on the kiosk.
- Following the refurbishment, 51% of users were assisted by library staff (floor walkers) and were offered help in completing their transaction.
- Since the introduction of the RFID kiosks, staff are deemed to be as helpful as before. This response often received the volunteered response of "they were always very helpful". The older users by contrast felt that staff were more helpful since the introduction of the kiosks and this could be attributed to the increased support required for this user group.
- 60% of users deemed the library service much better since the transformation and 68% said it takes less time to complete transactions.
- 70 % of users felt library staff were easy to identify.

2.4.3 The leisure management contract was re-tendered in March 2011 for a period of 2 years in order to allow for the Council to consider future options. Work on commissioning a new contract for leisure management will need to be undertaken in 2012/13 ready for implementation on 1st May 2013. The current contractor has introduced a number of physical improvements to the

Leisure Centre and new members for September 2011 were at the highest level since September 2009. New programmes are being delivered e.g. Club Wellness for the over 50s. Pricing structures are being reviewed to offer better access for those most in need.

2.4.4. Harrow Arts Centre is delivering a varied programme which monitoring reveals is now attracting a wider audience base from across Harrow and outside. In Quarter 2 2011/12, attendance figures rose by 19% on the previous quarter. The provision of a café/bar by an external contractor will create a better quality overall offer for the site. HAC has built a pool of 80 people who regularly volunteer at the centre supporting events and marketing. A further 14 people have become Arts Ambassadors, who create a direct link between HAC and the local community, bringing valuable feedback about events and services and raising awareness of the site with the wider community. In Quarter 3 2011/12, eleven events played to a full house. Over the year 7,000 workshops, classes and club activities have taken place at HAC provided by the 180 groups that make HAC their base. Total footfall for 2011/12 is expected to reach 200,000.

2.4.5. Harrow Museum visitor figures remain comparable to 2010/11 at quarter 2 but in Quarter 3 new events and activities delivered are likely to increase the footfall. With a new Heritage Services Manager recently appointed, the Museums Libraries and Archives organisation (MLA) has been providing support from its 'Survive and Thrive Programme' to enable the creation of a strategic improvement programme for the service.

2.4.6 The Harrow Music Service continues to be valued by schools and the level of buy back from schools has increased this academic year (2011-2012) in spite of the economic climate and pressures on school budgets. As a result, the service is teaching in excess of 5000 young musicians which continues to be above the national average for Local Authority music services. In addition, the Music Service provides a number of music festivals throughout the year to showcase the work of the service and the musical talents of young people in Harrow which are very well supported and appreciated by parents and schools. The music service has recently carried out a restructure, to make efficiency savings and improve processes which have contributed to Cultural Services savings targets. The Government has recently published a National Plan for Music Education (NPME) and the music service is putting measures in place to be able to make a successful bid to Arts Council England for funding as part of Harrow's Music Education Hub (partnerships with other music education providers in Harrow) and to deliver the National Plan.

2.4.7 Officers are working corporately to support the development of infrastructure demand modelling in order to provide informed choices surrounding the implications for the borough of the required growth, outlined in the Local Development Framework and the more detailed master-planning exercise being consulted upon through the Heart of Harrow Area Action Plan. The Major Development Board is also considering the future of four strategic sites in Harrow which include the Leisure Centre site for re-provision or refurbishment of the current building as part of any redevelopment scheme.

2.5 Recommendation

Cabinet is requested to:

1. Note the progress to date on transforming cultural services in Harrow outlined in paragraph 2.3 and note the proposals for a further transformation phase as outlined in paragraph 2.2 Options B
2. Delegate authority to the relevant Corporate Director in consultation with the Portfolio Holder Community & Cultural Services and Property and Major Contracts and with key stakeholders to develop proposals for Libraries Transformation Phase 2 programme (paragraph 2.2 Option B) and a programme of physical improvements to cultural assets as outlined in paragraph 2.2 Option B subject to the final approval of options by Cabinet .
3. Delegate authority to the relevant Corporate Directors in consultation with the Portfolio Holders for Community & Cultural Services and for Property and Major Contracts to explore the commissioning of leisure and library services in collaboration with partner boroughs (currently Ealing and Brent for leisure management and Ealing for library services) as outlined in paragraph 2.2 Option C subject to further final approval of the service delivery options by Cabinet.

2.6 Legal Implications

2.6.1 The council must provide a comprehensive and efficient library service, and has discretionary powers to provide arts, heritage, sports and leisure, and music services. The council can choose to provide all or any of these services through contractual arrangements with any third party provider, including trusts or NPDOs.

2.6.2 The cultural services in scope in this report are part B Services under EU procurement rules and so are not subject to the full application of the rules. However they must be advertised appropriately to ensure transparency, equality and fairness Full application of EU regulations would apply for Part A procurement.

2.6.3 The leisure sites are under lease to the current provider. Any future contractual arrangements need to take into account the leasehold arrangements and buildings responsibilities to allow for potential changes to the Council's asset base. This will be addressed in future proposals to cabinet as outlined elsewhere in this report.

2.7 Financial Implications

2.7.1 The potential savings and costs of the transformation programmes contained within this report are outlined within the Cabinet report: Draft Budget Report 2012/13 - 2014-15 (£345,000) plus further likely savings not yet confirmed. This programme would require estimated one-off development

costs £150,000 to identify potential savings and estimated capital implementation costs (£289,000). The estimated savings come from improved contract costs and reduced staffing costs and are designed to deliver increased visitor performance and support the corporate priority to turn libraries into community hubs. There could be a potential reduction of staffing of around 4.5 FTEs.

2.7.2 Any contract procurement will need to take account of the draft Commercial Master Plan in terms of maximising efficiency savings whilst enabling the Council to determine its asset planning future for strategic sites to bring maximum benefit realisation to the Council.

2.8 Performance Issues

2.8.1 Harrow is currently in the lowest quartile for spend in London on cultural services (CIPFA RA 2011-12). However, our library service performs well and is in the top quartile of performance for London. Performance is monitored through the quarterly Improvement board meetings and through contract monitoring meetings.

2.8.2 There is a contractual obligation to carry out an annual review of performance against a schedule of performance indicators contained within the leisure management contract. Any new contractual arrangements for the delivery of cultural services will include performance indicators against the specification, reflecting the differing needs of the respective boroughs. Since the last Place Survey of 2009/10, we have no benchmarking information with other local authorities. However, adult participation in sport and active recreation as measured through the annual national Active People survey has increased from 16.7% in 2010/11 to 18.9% in 2011/12 .

2.8.3 Client side arrangements for monitoring and reporting performance will be assessed and brought to Cabinet for approval with the tender processes.

2.9 Environmental Impact

Physical improvements to the cultural asset base could result in reduced energy consumption and better energy management.

2.10 Risk Management Implications

Risk included on Directorate risk register? Yes

Separate risk register in place? Yes, as part of the three borough feasibility work.

2.11 Equalities implications

2.11.1 An initial Equalities Impact Assessment has been prepared for the proposals contained within this report as part of the Draft Budget Report to Cabinet in December 2011. This IEQIA identified the following impacts:

There will be impacts on both staff and the public as a result of these proposals. There would likely to be a staffing restructure or TUPE implications for staff. This would be dependent upon the outcome of the proposals for opening hours and the implications of the service delivery model options. These proposed changes would be managed through the Council's 'Protocol for Managing Organisational Change'. An analysis of the implications on staff and potential mitigations would be a part of this process.

However, there could be a positive impact: for example, on residents who use public computers in libraries and are currently underserved through the failings of the current offer or for whom the current pattern of opening hours is not convenient. Improved access to library buildings or Headstone Manor is potentially positive for residents and could encourage more take-up of library and cultural services particularly amongst non-traditional users of these services.

2.11.2 Detailed Equalities Impact Assessments will be prepared as these proposals are developed (including through public and staff consultation) for further consideration at Cabinet to assess the full impact and possible mitigation before approval of the next stage by Cabinet in June 2012.

2.11.3. Equality performance measures which are required from the services providers will need to be considered as part of the procurement process to ensure compliance with the Public Sector Equality Duty.

2.12 Corporate Priorities

This report incorporates the following corporate priorities:

- Keeping neighbourhoods clean, green and safe.
- United and involved communities: A Council that listens and leads.
- Supporting and protecting people who are most in need.

by identifying the future of cultural services in the borough. Cultural Services deliver services which contribute to the health and well-being of people who are most in need, for example by providing free access to ICT such as email , the internet and office software, and through subsidised sports and leisure facilities that are targeted to older people or those on a range of welfare benefits.

Section 3 - Statutory Officer Clearance

Name: Kanta Hirani

on behalf of the
Chief Financial Officer

Date: 3 January 2012

Name: Matthew Adams

on behalf of the
Monitoring Officer

Date: 20 December 2011

Section 4 – Performance Officer Clearance

Name: Anu Singh

on behalf of the
Divisional Director
Partnership,
Development and
Performance

Date: 14 December 2011

Section 5 – Environmental Impact Officer Clearance

Name: John Edwards

Divisional Director
(Environmental
Services)

Date: 14 December 2011

Section 6 - Contact Details and Background Papers

Contact: Marianne Locke, Divisional Director Community & Culture, 020 8736 6530

Background Papers:

1. Let's Talk 2 Consultation results September 2011
2. Cabinet report: Draft Revenue Budget 2012/13 –2014/15 15th December 2011
3. Cabinet report: Leisure Facilities Management Contract 17 March 2011

**Call-In Waived by the
Chairman of Overview
and Scrutiny
Committee**

NOT APPLICABLE

[Call-in applies]