



Property Investment Board

Date: WEDNESDAY, 6 SEPTEMBER 2017
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Deputy Alastair Moss (Chairman)
Deputy Tom Sleigh (Deputy Chairman)
Chris Boden
Sir Mark Boleat
Deputy Keith Bottomley
Deputy Michael Cassidy
John Chapman
Alderman Alison Gowman
Christopher Hill
Dhruv Patel
Deputy Philip Woodhouse
Alderman Peter Hewitt (Co-Opted)
Tony Joyce (Co-Opted)
David Brooks Wilson (Co-Opted)

Enquiries: Alistair MacLellan
alistair.maclellan@cityoflondon.gov.uk

Lunch will be served in the Guildhall Club at 1pm

N.B. Some of this meeting may be subject to audio-visual recording.

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To approve the public minutes of the meeting held on 19 July 2017.

For Decision
(Pages 1 - 6)

ALL ESTATES

4. **CITY SURVEYOR'S DEPARTMENT QUARTERLY RISK REGISTER UPDATE**
Report of the City Surveyor.

For Information
(Pages 7 - 18)

5. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
6. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
7. **EXCLUSION OF THE PUBLIC**
MOTION – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

For Decision

Part 2 - Non-Public Agenda

8. **NON PUBLIC MINUTES**
To approve the non-public minutes of the meeting held on 19 July 2017.

For Decision
(Pages 19 - 26)

ALL ESTATES

9. **REPORT OF ACTION TAKEN BETWEEN MEETINGS**
Report of the Town Clerk.

For Information
(Pages 27 - 28)

10. **CITY SURVEYOR'S DEPARTMENT BUSINESS PLAN Q1 UPDATE**
Report of the City Surveyor.
- For Information**
(Pages 29 - 38)
11. **CITY'S ESTATE, CITY FUND AND BRIDGE HOUSE ESTATES - OUTSTANDING LEASE RENEWALS AND RENT REVIEWS - 1 JANUARY 2017 TO 30 JUNE 2017**
Report of the City Surveyor.
- For Information**
(Pages 39 - 44)
12. **CITY'S ESTATE, CITY FUND & BRIDGE HOUSE ESTATES - RENTAL FORECASTS MONITORING REPORT**
Report of the City Surveyor.
- For Information**
(Pages 45 - 54)
13. **CITY FUND AND CITY'S ESTATE - FORMER TENANTS RENT ETC ARREARS WRITE OFFS**
Joint Report of the Comptroller and City Solicitor and the City Surveyor.
- For Decision**
(Pages 55 - 62)

CITY'S ESTATE

14. **CITY'S ESTATE - 21 WHITEFRIARS STREET, EC4 REFURBISHMENT OF GROUND FLOOR AND FIFTH FLOOR OFFICES**
Report of the City Surveyor.
- For Decision**
(Pages 63 - 82)
15. **CITY'S ESTATE - FARRINGDON EAST CROSSRAIL STATION - JOINT VENTURE AGREEMENT**
Report of the City Surveyor.
- For Decision**
(Pages 83 - 90)

CITY FUND ESTATE

16. **CITY FUND - ISSUES REPORT, FLEET HOUSE, 8-12 NEW BRIDGE STREET, LONDON, EC4**
Report of the City Surveyor.

For Decision
(Pages 91 - 102)
17. **CITY FUND - ST BOTOLPH HOUSE, 138/139 HOUNDSDITCH, LONDON, EC3A - MINIMUM GROUND RENT REVIEW**
Report of the City Surveyor.

For Decision
(Pages 103 - 108)
18. **CITY FUND - LETTING REPORT 10 QUEEN STREET PLACE, EC4R - GROUND RENT REVIEW**
Report of the City Surveyor.

For Decision
(Pages 109 - 114)
19. **CITY FUND - LETTING REPORT 280 BISHOPSGATE, EC2 - GROUND RENT REVIEW**
Report of the City Surveyor.

For Decision
(Pages 115 - 120)
20. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
21. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

PROPERTY INVESTMENT BOARD

Wednesday, 19 July 2017

Minutes of the meeting of the Property Investment Board held at Guildhall, EC2
on Wednesday, 19 July 2017 at 1.45 pm

Present

Members:

Deputy Alastair Moss (Chairman)
Deputy Tom Sleigh (Deputy Chairman)
Sir Mark Boleat
Deputy Keith Bottomley
John Chapman
Christopher Hill
Deputy Philip Woodhouse
David Brooks Wilson
Alderman Peter Hewitt

Officers:

Alistair MacLellan	-	Town Clerk's Department
John James	-	Chamberlain's Department
Alan Bennetts	-	Comptroller & City Solicitor's Department
Paul Wilkinson	-	City Surveyor
Nicholas Gill	-	Investment Property Group Director
Brian Brierley	-	City Surveyor's Department
Andrew Cross	-	City Surveyor's Department
Tom Leathart	-	City Surveyor's Department
Neil Robbie	-	City Surveyor's Department
Martin Rodman	-	Superintendent of Parks & Gardens

1. APOLOGIES

Apologies were received from Chris Boden, Deputy Michael Cassidy, Alderman Alison Gowman, Dhruv Patel and Tony Joyce.

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

Alastair Moss noted that his employer, a legal firm, counted Reiss Limited among its clients so he would not chair Item 23 (City Fund Letting Report – Lease Renewal, 226-27 Leadenhall Market EC3 – Reiss Limited).

3. MINUTES

The minutes of the meeting held on 21 June 2017 were approved as a correct record.

Members then heard a presentation on the economic outlook for central London offices from a representative of Knight Frank.

4. **MIPIM PROPERTY CONFERENCE 2017**

Members considered a joint report of the City Surveyor and the Director of the Built Environment regarding MIPIM Property Conference 2017 and a proposal for further City of London Corporation participation in MIPIM 2018.

RESOLVED, that Members

- Note the report on MIPIM 2017 activity;
- That the City of London Corporation should in principle attend MIPIM 2018;
- Note that a further report outlining a detailed City of London Corporation programme for MIPIM 2018 would be submitted to Members in October 2018.

5. **BEECH STREET PROPERTY USES - UPDATE REPORT**

Members considered a joint report of the City Surveyor and Headmistress of the City of London School for Girls.

RECEIVED

6. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

There were no questions.

7. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There was no other business.

8. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

9. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 21 June 2017 were approved as a correct record.

10. **CROSSRAIL SUBSOIL ACQUISITIONS - ALL ESTATES EXCLUDING BARBICAN**

Members considered a report of the City Surveyor regarding Crossrail Subsoil Acquisitions for all estates excluding the Barbican and Highways.

RECEIVED

11. **CITY SURVEYOR REVENUE OUTTURN REPORT 2016-17**
Members considered a joint report of the City Surveyor and the Chamberlain regarding Revenue Outturn for 2016-17.

RECEIVED

12. **VACANT ACCOMMODATION UPDATE AS AT 1 JUNE 2017**
Members considered an update report of the City Surveyor on vacant accommodation as at 1 June 2017.

RECEIVED

13. **QUARTERLY DELEGATED AUTHORITIES UPDATE - 1ST APRIL 2017 TO 30TH JUNE 2017 - CITY FUND, CITY'S ESTATE & BRIDGE HOUSE ESTATES**
Members considered an update report of the City Surveyor on recent delegated authority decisions exercised by the City Surveyor.

RECEIVED

14. **CITY FUND, CITY'S ESTATE AND BRIDGE HOUSE ESTATES - PERFORMANCE MONITORING TO 31 MARCH 2017**
Members considered a performance monitoring report of the City Surveyor regarding the City Fund, City's Estate and Bridge House Estates.

RECEIVED

15. **CITY FUND AND BRIDGE HOUSE ESTATES - FINSBURY CIRCUS: CROSSRAIL ISSUE REPORT**
Members considered a joint report of the Director of Open Spaces, City Surveyor and Comptroller & City Solicitor regarding Crossrail and Finsbury Circus.

16. **PROJECT MANAGEMENT EVENT - KEY THEMES FOR ORGANISATIONAL ACTION**
Members considered a report of the Town Clerk regarding a project management event and key themes for organisational action.

RECEIVED

17. **REPORT OF ACTION TAKEN BETWEEN MEETINGS**
Members considered a report of the Town Clerk on action taken since the last meeting of the Board.

RECEIVED

18. **DELEGATIONS SOUGHT DURING THE SUMMER RECESS - ASSET MANAGEMENT & DEVELOPMENT**
The Investment Property Group Director was heard regarding delegated authority decisions that would be required during the summer recess.

19. **123/124 NEW BOND STREET- REDEVELOPMENT BEHIND A RETAINED FAÇADE (CITY'S ESTATE)**
Members considered a report of the City Surveyor regarding 123/124 New Bond Street – redevelopment behind a retained façade.
20. **CITY'S ESTATE - RENT REVIEW REPORT - WHOLE 16-24 BREWERY ROAD, N7 RENT REVIEW - 25TH MARCH 2016**
Members considered a rent review report of the City Surveyor regarding 16-24 Brewery Road.
21. **CITY'S ESTATE LETTING REPORT - CUPOLA HOUSE, ALFRED PLACE - NEW LETTING**
Members considered a letting report of the City Surveyor regarding Cupola House, 15 Alfred Place.
22. **CITY FUND LETTING REPORT - LEASE RENEWAL, 4TH FLOOR, 15/17 ELDON STREET EC2M**
Members considered a letting report of the City Surveyor regarding a lease renewal of the fourth floor, 15/17 Eldon Street.
23. **CITY FUND LETTING REPORT - LEASE RENEWAL, 26-27 LEADENHALL MARKET EC3 - REISS LIMITED**
The Deputy Chairman took the chair for the duration of this item.

Members considered a letting report of the City Surveyor regarding a lease renewal at 26/27 Leadenhall Market.
24. **BRIDGE HOUSE ESTATES - 21 LIME STREET - PURCHASE OF FREEHOLD DEVELOPMENT SITE: CONFIRMATION OF FINAL PRICE**
Members considered a report of the City Surveyor regarding the purchase of the freehold development site at 21 Lime Street.
25. **BRIDGE HOUSE ESTATES - LETTING REPORT PART 3RD FLOOR, BUILDING 3 & 4, 1-5 LONDON WALL BUILDINGS EC2**
Members considered a letting report of the City Surveyor regarding part third floor, Buildings 3&4, 1-5 London Wall Buildings.
26. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
There was one question regarding Fleet House.
27. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was one item of other business.

The meeting ended at 2.57 pm

Chairman

Contact Officer: Alistair MacLellan
alistair.maclellan@cityoflondon.gov.uk

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Agenda Item 4

Committee(s): Property Investment Board Corporate Asset Sub (Finance) Committee	Date: 6th September 2017 3rd October 2017
Subject: City Surveyor's Departmental Quarterly Risk Register Update	Public
Report of: The City Surveyor (CS 359/17)	For Information
Report author: Faith Bowman, City Surveyor's Department	

Summary

This report has been produced to provide your committee with a quarterly update on the management of high level risks within the City Surveyor's Department.

There are seven amber risks currently recorded on the City Surveyor's risk register. There are no red risks.

There have been no significant changes to these risks since our last report.

Whilst risks associated with buildings within the Bridge House Estates are included within the risks recorded, the department is preparing a separate list of risks relating specifically to the five City bridges.

These will be included in order to comply with the Charity Commission's Statement of Recommended Practice (SORP) which requires that these risks are reviewed at least annually to ensure that existing risks are reconsidered, any new risks are identified and that appropriate measures are in place to mitigate those risks. The completed assessments will be included in our next report.

This report is presented as a public document for the first time in accordance with a request by Property Investment Board on 21st June 2017.

Recommendation(s)

Members are asked to note the report and the actions taken within the City Surveyor's Department to effectively monitor and manage risks arising from our operations.

Main Report

Background

1. The Risk Management Framework of the City of London Corporation requires each Chief Officer to report regularly to Committee the key risks faced in their department. The Property Investment Board and Corporate Asset Sub Committee have determined that they will receive the City Surveyor's high level risk register on a quarterly basis.

Current Position

2. The City Surveyor's Department Risk Register currently contains seven amber risks as follows (there are no red risks) and the risk register is attached as Appendix 1:-

- SUR SMT 001 A fall in property performance
- SUR SMT 002 Not maximising operational property/building performance
- SUR SMT 003 Failure to maximise Guildhall complex performance
- SUR SMT 004 Inability to deliver savings required by Service Based Review
- SUR SMT 005 Recruitment and retention of property professionals
- SUR SMT 008 Performance failure in service based property contracts
- SUR SMT 009 Optimise effectiveness and use of the Oracle Property Management System

3. The last assessment of the department's risks was carried out on the 20th June.
4. There have been no significant changes to these risks since our last report.
5. Future quarterly assessments are scheduled in September 2017 and December 2017.
6. Risks associated with buildings within the Bridge House Estates are included within the risks itemised in paragraph 2.
7. However since our last assessment the department has commenced developing and recording risks on the risk management system (Covalent) that specifically relate to the five City bridges with the intention of reporting these to your committee.
8. These risks will be assessed in conjunction with the City Engineer, Department of Built Environment, who provides engineering expertise to the City Surveyor.
9. As property assets the bridges maintained by the trust fall within the responsibility of both the Property Investment Board and Corporate Asset Sub (Finance) Committee.
10. The completed assessments will be included in our next report in order to comply with the Charity Commission's Statement of Recommended Practice (SORP)

which requires the risks are reviewed at least annually to ensure that existing risks are reconsidered, any new risks are identified and that appropriate measures are in place to mitigate those risks.

11. The City bridge risks recorded at the time of writing this report are :-

- SUR CB 001 Insufficient maintenance
- SUR CB 002 Inherent design capability and material defects
- SUR CB 003 Substantial vessel strikes
- SUR CB 004 Vehicle damage
- SUR CB 005 Wanton Damage / Terrorism
- SUR CB 006 Tunnelling for the Thames Tideway Tunnel
- SUR CB 007 Statutory undertakers causing damage

12. This report is presented as a public document for the first time in accordance with a request by Property Investment Board on 21st June 2017.

Conclusion

13. Members are asked to note the recent changes to the Departmental Risk Register and that the risk management processes within the City Surveyor's Department adhere to the requirements of the City Corporation's Risk Management Framework.

Appendices

Appendix 1 - City Surveyor's Departmental Risk Register

Background Papers

Faith Bowman / Sean Power

City Surveyor's Department

T: 020 7332 3494 E: faith.bowman@cityoflondon.gov.uk

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SUR Departmental Risk Register summary

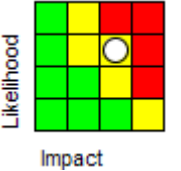
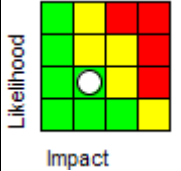

Appendix 1



Risk Score 12

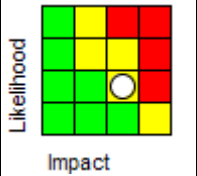
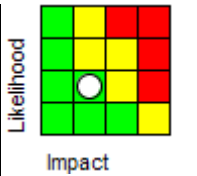
Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score		Risk Owner	Risk update and risk update date	Target Risk Score		Target date	Current Risk score indicator
Page 1 of 6 SUR SMT 002 Not maximising operational property / building performance City Surveyor's Creation Date 10-Feb-2015	<p>Cause: Reduced budgets/lack of expertise in management</p> <p>Event: Insufficient resources / poor asset management / poor allocation of resources</p> <p>Impact: Not maximising operational property / building performance (Reduced rental income, reduced capital value, increased vacancies, increased breakdown of M&E services, reduced customer satisfaction, poor building use and efficiency)</p>	Likelihood 	12	Peter Young	This risk relates to property / building performance and specifically includes the 'Bow Wave'. The principal mitigation actions are related to forecasting and monitoring the allocation of financial and human resources. £3m has been added to the Cyclical Work Plan. 20 Jun 2017	Likelihood 	4	31-Mar-2018	 No change

Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score		Risk Owner	Risk update and risk update date	Target Risk Score		Target date	Current Risk score indicator
SUR SMT 004 Inability to deliver savings required by Service Based Review City Surveyor's Creation Date 03-Mar-2015	Cause: Necessary changes to service delivery are not being implemented Event : Saving targets not achieved Impact: Objective not achieved		12	Paul Wilkinson	2017/18 savings are on target which will potentially be supplemented by savings from the next generation building repairs and maintenance contract (BRM2) which commences in July 2017. Facilities Management review (Strategic Asset Management Programme) has identified savings for 2018/19 in addition to further savings from BRM2. It must however be noted that more work is required to ensure this is achieved. 20 Jun 2017		4	31-Mar-2019	↔
									No change

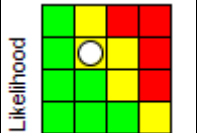
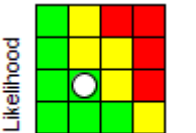
Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score		Risk Owner	Risk update and risk update date	Target Risk Score		Target date	Current Risk score indicator
SUR SMT 005 Recruitment and retention of property professionals City Surveyor's Creation Date 17-Mar-2015	<p>Cause: A strong property and construction market</p> <p>Event: Increasingly attractive remuneration packages offered elsewhere</p> <p>Impact: Increased vacancies, objectives unachieved or delivered late, reduced customer satisfaction</p>	 <p>Likelihood</p> <p>Impact</p>	12	Paul Wilkinson	Recruitment remains challenging.. Demand and bonuses for property professionals is starting to reduce. CoL package is still significantly lower and gap will not close in the foreseeable future. 20 Jun 2017	 <p>Likelihood</p> <p>Impact</p>	4	31-Jul-2018	 No change

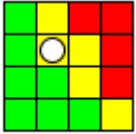
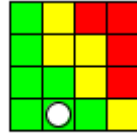

Risk Score 8

Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score		Risk Owner	Risk update and risk update date	Target Risk Score		Target date	Current Risk score indicator
SUR SMT 001 A fall in property performance City Surveyor's Creation Date 03-Mar-2015	<p>Cause: Unexpected change or unknown impact of macro-economic policy (decision to terminate membership of E.U., change in interest, exchange rate, taxation, government policy etc.)</p> <p>Event: Business sentiment changes and U.K. / London becomes less attractive to invest in, to do business in or to move to. Property market becomes increasingly challenging.</p> <p>Impact: Service objectives are not achieved (income, yield, voids)</p>		8	Nicholas Gill	The strategy is to maintain a diverse portfolio that reduces the impact of this risk. This includes: 1. Use (office, retail, industrial) 2. Location (City, Southwark, West End etc.) 3. Tenancies (Long term Headlease geared, FRI, directly managed) 4. Covenants (multinationals, SME) Asset management (lease renewals, voids, arrears, etc.) 20 Jun 2017		4	31-Mar-2018	↔
									No change

Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score		Risk Owner	Risk update and risk update date	Target Risk Score		Target date	Current Risk score indicator
SUR SMT 008 Performance failure in service based property contracts City Surveyor's Creation Date 03-Mar-2015 Page 15	Cause: Contractors fail to carry out contractual obligations Event: Failure of service delivery and/or non-compliance with statutory obligations Impact: Service not delivered / work programmes uncompleted / financial penalties / occupier dissatisfaction		8	Peter Collinson	This risk allows the Senior Management Team to monitor the risks associated with the corporate property contracts. We are currently monitoring compliance with contractual obligations. Our current contracts are: BRM Lifts/escalators Cleaning Window cleaning Security Pest Control Water coolers Catering Post/Courier Investment property specialist contracts e.g. Drainage, locksmith etc. 15 Jun 2017		4	31-Mar-2018	↔
									No change

Risk Score 6

Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score		Risk Owner	Risk update and risk update date	Target Risk Score		Target date	Current Risk score indicator
SUR SMT 003 Failure to maximise Guildhall complex performance City Surveyor's Creation Date 03-Mar-2015 Page 16	Cause: Increasing utilisation of Guildhall including private events Risk: Inadequate budget provision for increasing running costs Effect: Increase in running costs for City Surveyors (Guildhall Admin budget)		6	Peter Young	Chamberlains Corporate Finance team are preparing a Guildhall Events Financial Statement. Report will be presented to Remembrancer's Management Team, cross-cutting Officer Events Group and then onto Member - Hospitality Working Party (HWP). Plan is for Financial Statement to be produced twice a year for reporting to HWP: <ul style="list-style-type: none"> • following year end – June meeting • when Charging Policy considered in October or November - HWP. 		4	31-Mar-2018	↔
									No change

Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score		Risk Owner	Risk update and risk update date	Target Risk Score		Target date	Current Risk score indicator
SUR SMT 009 Optimise effectiveness and use of the Oracle Property Management System City Surveyor's Creation Date 03-Mar-2015	<p>Cause: Oracle Property module failure to meet business needs</p> <p>Event: Inappropriate technological solution or unsuccessful project management or failure to implement an appropriate management framework</p> <p>Impact: Unable to manage property portfolio / loss of income and poor maintenance of property and lease records.</p>	Likelihood  Impact	6	Nicholas Gill	The mitigations to reduce this risk are progressing, albeit slowly. These include ensuring the business as usual model is developed, outstanding issues are resolved, enhancement programme is progressed and that issues with the data loader are resolved. Additionally there are provisional arrangements in place to manage system tasks that are not yet fully operational. 15 Jun 2017	Likelihood  Impact	2	31-Mar-2018	 No change

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