



## Corporate Asset Sub (Finance) Committee

**Date:** FRIDAY, 10 FEBRUARY 2017  
**Time:** 11.30 am  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:** Nicholas Bensted-Smith (Chairman)  
Deputy Brian Harris (Deputy Chairman)  
Randall Anderson  
Chris Boden  
Deputy Roger Chadwick  
Alderman Alison Gowman  
Gregory Jones QC  
Edward Lord  
Jeremy Mayhew  
Deputy Alastair Moss  
Deputy Tom Sleigh  
Deputy John Tomlinson

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**Lunch will be served in Guildhall Club following the meeting**  
**NB: Part of this meeting could be the subject of audio or video recording**

**John Barradell**  
**Town Clerk and Chief Executive**

# **AGENDA**

## **Part 1 - Public Agenda**

1. **APOLOGIES**
2. **DECLARATIONS BY MEMBERS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**  
To agree the public minutes and non-public summary of the meeting held on 18 November 2016.  
**For Decision**  
(Pages 1 - 6)
4. **OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS**  
Report of the Town Clerk.  
**For Information**  
(Pages 7 - 8)
5. **WORK PROGRAMME FOR FUTURE MEETINGS**  
Joint report of the Town Clerk and City Surveyor.  
**For Information**  
(Pages 9 - 10)
6. **STANDING ORDER 55 (EFFICIENT AND EFFECTIVE USE OF OPERATIONAL PROPERTY ASSETS)**  
Report of the Town Clerk.  
**For Information**  
(Pages 11 - 14)
7. **THIRD PARTY AGREEMENTS - OPERATIONAL PROPERTY PORTFOLIO**  
Report of the City Surveyor.  
**For Information**  
(Pages 15 - 18)
8. **ACCOMMODATION AND WAYS OF WORKING - ISSUE REPORT (GATEWAY 2)**  
Report of the Comptroller and City Solicitor. This report was considered and approved by the Policy and Resources Committee on 19 January 2017 and the Projects Sub-Committee on 31 January 2017.  
**For Information**  
(Pages 19 - 24)
9. **HERITAGE AT RISK REGISTER REPORT 2016**  
Report of the City Surveyor.  
**For Information**  
(Pages 25 - 28)

10. **GUILDHALL GREAT HALL STONEMWORK DEFECT - GATEWAY 2 PROJECT PROPOSAL**  
Report of the City Surveyor. This report was approved by the Projects Sub-Committee on 31 January 2017.  
**For Information**  
(Pages 29 - 34)
11. **QUARTER 3 ENERGY PERFORMANCE REPORT (2016/17)**  
Report of the City Surveyor.  
**For Information**  
(Pages 35 - 38)
12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
14. **EXCLUSION OF THE PUBLIC**  
MOTION - That under Section 100(A) 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 I of Schedule 12A of the Local Government Act.

## **Part 2 - Non-Public Agenda**

15. **NON-PUBLIC MINUTES**  
To agree the non-public minutes of the meeting held on 18 November 2016.  
**For Decision**  
(Pages 39 - 46)
16. **OUTSTANDING ACTIONS FROM NON-PUBLIC MINUTES OF PREVIOUS MEETINGS**  
Report of the Town Clerk.  
**For Information**  
(Pages 47 - 50)
17. **CITY SURVEYOR'S DEPARTMENT BUSINESS PLAN 2016-19 - PROGRESS - QUARTER 3 2016/17**  
Report of the City Surveyor. This report will also be considered by the Property Investment Board on 15 February 2017.  
**For Information**  
(Pages 51 - 62)
18. **THE CITY SURVEYOR'S DEPARTMENT - DRAFT HIGH LEVEL BUSINESS PLAN 2017/18**  
Report of the City Surveyor. This report will also be considered by the Property Investment Board on 15 February 2017.  
**For Information**  
(Pages 63 - 70)

19. **CITY SURVEYOR'S DEPARTMENTAL QUARTERLY RISK REGISTER UPDATE**  
Report of the City Surveyor.  
**For Information**  
(Pages 71 - 74)
20. **GUILDHALL COMPLEX FUNDING**  
Report of the City Surveyor. This report was considered and partially approved by the Finance Committee on 13 December 2016. An extract of the minutes from the Finance Committee precedes the report in the agenda pack.  
**For Information**  
(Pages 75 - 82)
21. **SURPLUS LODGES IN THE NORTH LONDON OPEN SPACES TO BE DECLARED SURPLUS TO THE CITY CORPORATION REQUIREMENTS**  
Report of the City Surveyor.  
**For Decision**  
(Pages 83 - 86)
22. **OPERATIONAL PROPERTY PORTFOLIO: CAPITAL PROJECTS 2016/17**  
Report of the City Surveyor.  
**For Information**  
(Pages 87 - 92)
23. **NATIONAL LOTTERY FUNDING MONITORING REPORT 2017**  
Report of the City Surveyor.  
**For Decision**  
(Pages 93 - 98)
24. **FIRST REGISTRATION OF THE CITY CORPORATION'S FREEHOLD TITLES - PROGRESS SINCE JANUARY 2016**  
Joint report of the City Surveyor and the Comptroller and City Solicitor. This report was approved by the Policy and Resources Committee on 19 January 2017.  
**For Information**  
(Pages 99 - 104)
25. **SERVICE BASED REVIEW - STRATEGIC ASSET MANAGEMENT - FACILITIES MANAGEMENT REVIEW - UPDATE**  
Joint report of the Town Clerk, Comptroller and City Solicitor, City Surveyor and Chamberlain.  
**For Information**  
(Pages 105 - 112)
26. **BUILDING, REPAIRS AND MAINTENANCE CONTRACT RE-TENDER**  
Report of the City Surveyor. This report will also be considered by the Property Investment Board on 15 February 2017.  
**For Information**  
(Pages 113 - 114)

27. **ADDITIONAL REPAIRS AND MAINTENANCE PROGRAMMES - PROGRESS REPORT**  
Report of the City Surveyor.  
**For Decision**  
(Pages 115 - 120)
28. **GUILDHALL WEST WING NORTH STAIRCASE WINDOW REPAIRS - ISSUE REPORT (GATEWAY 5)**  
Report of the City Surveyor. This report was noted by the Projects Sub-Committee on 31 January 2017.  
**For Information**  
(Pages 121 - 124)
29. **GUILDHALL GREAT HALL LEVEL ACCESS - GATEWAY 7 OUTCOME REPORT**  
Report of the City Surveyor. This report was approved by the Projects Sub-Committee on 31 January 2017.  
**For Decision**  
(Pages 125 - 128)
30. **GUILDHALL IMPROVEMENT PROJECT - NORTH WING & OLD LIBRARY - GATEWAY 7 OUTCOME REPORT**  
Report of the City Surveyor. This report was approved by the Projects Sub-Committee on 31 January 2017.  
**For Decision**  
(Pages 129 - 132)
31. **BARBICAN CENTRE - UPDATE ON CAPITAL WORKS**  
Report of the Managing Director, Barbican Centre. This report was considered and approved by the Finance Committee of the Barbican Centre on 11 January 2017 and the Barbican Centre Board on 25 January 2017.  
**For Information**  
(Pages 133 - 138)
32. **REVIEW OF PUBLIC CAR PARK PROVISION IN THE CITY**  
Joint report of the Director of the Built Environment and the Director of Markets and Consumer Protection. This report was considered and approved by the Planning and Transportation Committee on 28 November 2016 and the Markets Committee on 30 November 2016.  
**For Information**  
(Pages 139 - 142)
33. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
34. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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## **CORPORATE ASSET SUB (FINANCE) COMMITTEE**

**Friday, 18 November 2016**

**Minutes of the meeting of the Corporate Asset Sub (Finance) Committee held at the Guildhall EC2 at 1.45 pm**

### **Present**

#### **Members:**

Nicholas Bensted-Smith (Chairman)	Edward Lord
Randall Anderson	Jeremy Mayhew
Chris Boden	Tom Sleigh
Alderman Alison Gowman	Deputy John Tomlinson

#### **Officers:**

Christopher Braithwaite	- Town Clerk's Department
Richard Horner	- Town Clerk's Department
Christopher Bell	- Chamberlain's Department
Andrew Little	- Chamberlain's Department
Dianne Merrifield	- Chamberlain's Department
Paul Nagle	- Chamberlain's Department
Paul Wilkinson	- City Surveyor
Peter Collinson	- City Surveyor's Department
Paul Friend	- City Surveyor's Department
Alison Hurley	- City Surveyor's Department
Chris Hartwell	- City Surveyor's Department
Peter Young	- City Surveyor's Department
Sue Ireland	- Director of Open Spaces
Nigel Lefton	- Remembrancer's Department
Jim Turner	- Barbican Centre

#### **1. APOLOGIES**

Apologies for absence were received from Deputy Brian Harris, Deputy Roger Chadwick and Gregory Jones QC.

#### **2. DECLARATIONS BY MEMBERS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

There were no declarations of interest.

#### **3. MINUTES**

**RESOLVED** – That the minutes of the previous meeting be approved as an accurate record.

4. **OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS**

The Sub-Committee considered a report of the Town Clerk which provided an update on outstanding actions from previous meetings.

The Town Clerk explained that it was anticipated that an update regarding the update of technology to provide real time information regarding public lift outages may be available at the Sub-Committee's February 2017 meeting.

**RESOLVED** – That the Sub-Committee notes the report.

5. **WORK PROGRAMME FOR FUTURE MEETINGS**

The Sub-Committee considered a report of the Town Clerk and City Surveyor which provided information regarding the Work Programme for the Sub-Committee's upcoming meetings.

The Town Clerk informed the Sub-Committee that the report regarding Operational Property Capital Projects, which had been withdrawn from the agenda for this meeting, was expected to be provided to the Sub-Committee's February 2017 meeting.

**RESOLVED** – That the Sub-Committee notes the report.

6. **HALF YEARLY ENERGY PERFORMANCE REPORT (2016/17)**

The Sub-Committee considered a report of the City Surveyor which provided a half-yearly performance update on energy reduction targets set out within the Carbon Descent Plan 2015. The report covered the six-month period for April to September 2016.

The City Surveyor explained that while the report covered a six-month period, longer term trends indicated that energy consumption across the Corporation may be increasing. He explained that further analysis of consumption figures was currently being undertaken and he would seek to submit a further report regarding this information to the Sub-Committee's next meeting. In response to Members' questions regarding this, the City Surveyor explained that there were Energy Managers within each Department, but there was not currently sufficient link between Departmental energy usage and the Corporation's overall consumption targets. This was an area that the City Surveyor was seeking to address.

The City Surveyor advised Members that he would re-establish the Energy Board, with Chief Officers and other senior Officers as Members of the Board. Members suggested that it would be beneficial for Alderman Alison Gowman to attend meetings of this Board to provide a Member perspective.

A Member noted that while reducing energy consumption was important, it may be that consumption was not the most appropriate measure for energy usage, given that it may not factor in a more intensive use of assets. Therefore, he suggested that it may also be beneficial to track efficiency of energy usage, rather than just consumption. The Chairman noted that, in relation to this, there

had been discussion regarding creating a “trading account” for Guildhall events and energy usage would be intrinsically related to this.

**RESOLVED** – That the Sub-Committee notes the report.

7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

There were no questions.

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

There were no urgent items.

9. **EXCLUSION OF THE PUBLIC**

**RESOLVED** - That under Section 100(A) 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 I of Schedule 12A of the Local Government Act.

**Item No.**

10-27

**Paragraphs in Schedule 12A**

3

10. **NON-PUBLIC MINUTES**

The Sub-Committee approved the non-public minutes of the previous meeting as an accurate record.

11. **OUTSTANDING ACTIONS FROM NON-PUBLIC MINUTES OF PREVIOUS MEETINGS**

The Sub-Committee noted a report of the Town Clerk which provided an update on outstanding actions from previous meetings.

12. **SERVICE BASED REVIEW - STRATEGIC ASSET MANAGEMENT**

The Sub-Committee noted a joint report of the Town Clerk, Chamberlain and City Surveyor which provided information regarding the Strategic Review of Asset Management which had been undertaken as part of the Service Based Review.

13. **BUILDING, REPAIRS AND MAINTENANCE CONTRACT RE-TENDER**

The Sub-Committee noted a report of the City Surveyor which provided an update regarding the procurement of the Building Repairs and Maintenance Contract.

14. **CORPORATE PROPERTY ASSET MANAGEMENT STRATEGY 2012 - 2016 REVIEW**

The Sub-Committee noted a report of the City Surveyor which provided a review of the outcomes of the Corporate Property Asset Management Strategy 2012-2016.

15. **OPERATIONAL PROPERTY PORTFOLIO - CAPITAL PROJECTS 2016/17**

The Town Clerk informed the Sub-Committee that this report was withdrawn.

16. **OPERATIONAL PROPERTY PORTFOLIO - REPAIRS AND MAINTENANCE BOW WAVE UPDATE**

The Sub-Committee received a presentation from the Chamberlain which provided an update regarding the Repairs and Maintenance Bow Wave on the Operational Property Portfolio.

17. **SURPLUS PROPERTIES ON THE WOODREDON AND WARLIES ESTATE TO BE DECLARED SURPLUS TO CITY CORPORATION REQUIREMENTS**

The Sub-Committee considered and approved a report of the City Surveyor which provided an update regarding properties on Woodredon and Warlies Estate and proposed that these properties be declared as subject to the Corporation's Operational Requirements.

18. **DEVELOPING THE PUBLIC EVENTS PROGRAMME FOR GUILDHALL YARD AND PROMOTING USE BY CITY WORKERS**

The Sub-Committee noted a joint report of the City Surveyor and Director of Culture, Heritage and Libraries which provided information regarding proposals to develop the public events programme within the Guildhall Yard to promote the use of the space by City Workers.

19. **CITIGEN RE-NEGOTIATION UPDATE**

The Sub-Committee considered and approved a report of the Chamberlain which provided an update regarding the re-negotiation of the Citigen contractor.

20. **COMBINED HEAT AND POWER SYSTEM - ANNUAL REPORT 2015/16**

The Sub-Committee noted a report of the City Surveyor which provided the Annual Report for the Citigen Combined Heat and Power System for 2015/16.

21. **BUSINESS PLAN PROGRESS 2016-19 - QUARTER 2 2016/17**

The Sub-Committee noted a report of the City Surveyor which provided a progress report on the City Surveyor's Departmental Business Plan for 2016/17.

22. **CITY SURVEYOR'S DEPARTMENTAL QUARTERLY RISK REGISTER UPDATE**

The Sub-Committee noted a report of the City Surveyor which provided information of the City Surveyor's Departmental Risk Register.

23. **ADDITIONAL REPAIRS AND MAINTENANCE PROGRAMMES - PROGRESS REPORT**

The Sub-Committee considered and approved a report of the City Surveyor which provided an update regarding progress and expenditure on the three year Additional Works Programme (AWP) to the end of September 2016.

24. **BARBICAN CENTRE - UPDATE ON CAPITAL WORKS**

The Sub-Committee noted a report of the Managing Director of the Barbican Centre which provided an update on the Barbican Centre Capital Cap programme.

**25. REPORT OF ACTION TAKEN UNDER DELEGATED AUTHORITY AND URGENCY PROCEDURES SINCE THE LAST MEETING**

The Sub-Committee noted a report of the Town Clerk which advised of a decision taken under urgency procedures since the Sub-Committee's last meeting. This decision had been to approve the relocation of Adult Skills and Education Services to the Exchange, West Wing, and therefore allocate this area of property to the Community and Children's Services Department.

**26. NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

There were no questions.

**27. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were two items of urgent business.

**The meeting closed at 3.25 pm**

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Chairman

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## Corporate Asset Sub-Committee – Outstanding Actions

Item	Date	Item and Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
1.	23 Sept 2016, Agenda Item 9	<u>Public Lift Outages</u> A Member requested information as to whether it would be possible to provide real time information on the Corporation's Website regarding outages of public lifts.	City Surveyor	Awaiting update from lift contractor.	The City Surveyor has the suggestion with the lift contractor. The contractor does not currently have the technology to provide this at present, but they are developing a system to provide this in the future. As yet there is no defined timescale. Once further information is available the Sub-Committee will be updated accordingly.
2.	19 July 2016, Agenda Item 5	<u>Housing and Planning Act</u> The Sub-Committee to be provided with details of the annual reports which it will receive to fulfil the duties of the Housing and Planning Act.	City Surveyor	May 2017	The implications of the Housing and Planning Act on the Operational Property Portfolio are not currently clear. A report will be submitted to the Committee in May 2017, when it is expected that details will be available.
3.	11 March 2016, Agenda Item 4	<u>Heritage at Risk Register – Annual Report</u> Future annual reports to provide further information regarding the changes in the status of Heritage at Risk assets during the course of the last year.	City Surveyor	March 2017	A report including this information is included within the agenda.

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## Corporate Asset Sub-Committee - Work Programme 2016 and 2017

Meeting:	10/2/17	22/5/2017	13/7/17	3/10/17	22/11/17
<b>Sustainable Management of the Corporation's Operational Property Portfolio</b>					
Agreeing the Corporate Asset Management Strategy		New strategy for 2017-2020			
Reviewing and overseeing Asset Management Practices	CS Business Plan Progress and risk register - Q3  New CS Business Plan for 2017/18 - Final	CS Business Plan Progress and risk register - Q4 end of year  New CS Business Plan for 2017/18 - Final	Strategic Asset Management Progress Report	CS Business Plan Progress and risk register - Q1	CS Business Plan and risk register Progress - Q2
Reviewing and overseeing Facilities Management practices	Review of Facilities Management - Service Based Review progress report  Building Repairs and Maintenance Contract – tender update	Review of Facilities Management - Service Based Review progress report (if required)	Review of Facilities Management - Service Based Review progress report (if required)	Review of Facilities Management - Service Based Review progress report (if required)	Review of Facilities Management and Asset Management - Service Based Review progress report (if required)
Maintaining Property Database and Asset Register	First Registration of the City Corporation's Freehold Titles - Update		Operational Property Portfolio Report 2017.		
Monitoring effective use of property	Guildhall Complex – Financial Restraints  Business Planning Process for 2016/17 and Standing Order 55  Accommodation and Ways of Working Project Update  North London Open Spaces Lodges  Review of Public Car Park Provision	Operational Property Review – progress report  Update on implications of new Housing and Planning Act and efficiency of the operational portfolio			

Meeting:	10/2/17	22/5/2017	13/7/17	3/10/17	22/11/17
Oversight of management of operational leases	Update on operational leases ( lease in and out) and third party occupations				
<b>Upkeep, maintenance and furnishing of operational properties not within the remit of another Service Committee.</b>					
	AWP Progress Report  Barbican Centre Capital Cap Progress Report  HARR Annual Report	AWP Progress Report  Barbican Centre Capital Cap Progress Report  Provision of lavatories and cloakroom facilities for Members and Guildhall Guests – GW3 report	AWP Progress Report  CWP Progress Report	AWP Progress Report.  Barbican Centre Capital Cap Progress Report  GSMD Capital Cap Progress Report	AWP Progress Report  Barbican Centre Capital Cap Progress Report  Operational Property Bow Wave
<b>To monitor major capital projects relating to operational assets</b>					
	Operational Property Capital Projects – update report	Operational Property Capital Projects – update report  Police Accommodation Plan Update		Police Accommodation Plan Update	
<b>Recommending the annual programme of repair and maintenance works</b>					
				Cyclical Works Programme Bid for 2018/19	
<b>Responsibility for strategies, performance and monitoring initiatives in relation to energy.</b>					
	Energy Performance Update for 2016/17 – Q3	Draft City Energy Strategy proposal	Energy Efficiency Fund update report		Energy Performance Update for 2017/18 – Q1 and Q2  Citigen 2016/17 Annual Report  Citigen Contract Renewal – Progress Update
<b>Monitoring and advising on bids for Heritage Lottery Funding</b>					
	Summary of Lottery Fund Bids annual report				

# Agenda Item 6

<b>Committee:</b>	<b>Date:</b>
Corporate Asset Sub (Finance) Committee (CASC)	10 February 2017
<b>Subject:</b> Standing Order 55 (Efficient and effective use of operational property assets)	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For information</b>
<b>Report author:</b> John Galvin, Town Clerk's Department	

## Summary

This report investigates Standing Order 55, and how effective the integration of a mandatory element within business plans was in identifying assets that were surplus to requirements.

The Standing Order requires Committees to consider the efficient and effective use of operational property assets and, where these assets are no longer required, a report on the circumstances must be made to Corporate Asset Sub Committee (CASC). Last year this process was undertaken through the business planning process, with mixed results. Although there were a number of positive conversations, there were no additional surplus assets identified in the business plans in 2016.

Feedback has been received from both the Corporate Property Group (CPG) within City Surveyor's Department (CSD) and from departments across the organisation. These comments have been summarised in paragraph six below.

This feedback has been integrated into the current review of business planning and performance management. This will promote the development of organisational and departmental aims fully aligned with a consideration of the resources, including assets, required to deliver these aspirations. These goals have a much longer time horizons than current departmental business plans. This should create the right environment for more productive interaction between departments and CSD and a more strategic consideration of property assets.

It should be noted that Standing Order 55 will remain a requirement for Committees and their departments, and they will continue to report through to CASC when they identify property assets that are surplus to requirements.

## Recommendation

Members are asked to note the report and the improvement of departmental interaction through a revised business planning process

## Main Report

### Background

1. Departments should undertake a regular review of their operational property requirements, working with City Surveyor's Department to identify assets no longer necessary for the efficient delivery of services, and flagging potential future needs.
2. In May 2014 this interaction was formalised through a new provision included in Standing Orders.

#### **55. Identification of Property Assets Surplus to Departmental Requirements**

- *Committees are required to consider the effective and efficient use of all operational property assets. This will be monitored by the Corporate Asset Sub Committee.*
  - *Where assets are no longer required, in whole or in part, for the provision of operational services for which they are currently held, a report on the circumstances must be made to the Corporate Asset Sub-Committee. This does not apply where lettings are an integral part of the service e.g. market or housing tenancies.*
3. It was subsequently decided that this process would be monitored through departmental business plans. A mandatory statement was produced by Corporate Property Group (CPG) within the City Surveyor's Department (CSD) for inclusion in business plans for 2016/17.

*I confirm, as Director of [Department Name] that the [Department Name] is utilising its assets efficiently and effectively and that I have considered current and future requirements for service provision. Any assets that have been identified as surplus to the department's requirements have been or will be reported as required to the Corporate Asset Sub-Committee and the schedule will be annually reviewed to ensure that the use of assets by [Department Name] continues to be challenged appropriately.*

*Signed [CHIEF OFFICER of DEPARTMENT] .....*

*Dated .....*

4. This report explores the current effectiveness of this process, both by investigating the completed business plans, and through feedback supplied in subsequent months. It also identifies on-going activity which will impact the delivery of the process in future years.

### Current Position

5. Between February and May 2016, fourteen departments submitted business plans to their respective service committees. Of these, six included the full statement as noted in paragraph three above. A further five departments made

reference to the statement within their plans (such as “in line with standing order 55, we are”). Three departments did not make a reference to standing order – two of which omitted any property references and one which stated that “we do not manage property assets”.

6. However, inclusion of the statement is, in itself, insufficient. The real test of effectiveness is whether there was a proper, considered, and productive interaction between departments and CSD. To understand this point, we contacted both CPG within CSD and also sought feedback from departments across the organisation.
  - a. CPG reported that only seven departments contacted them seeking property information. However, those interactions were positive and a constructive conversation resulted.
  - b. Departments reported that they often did not have the expertise to critically assess property information, and it would be difficult for them to provide assurance themselves (essentially some saw this as a responsibility of CSD). Departments also expressed that they felt they did not fully understand the cost implications of their space occupation and this could be an area of development.
  - c. Some departments were committed to property being considered a ‘corporate asset’, yet felt the thrust of the assessments perpetuated a ‘departmental ownership’ concept.
  - d. The departments which were most engaged in the review process were also those which had undertaken such assessments through Service Based Reviews. These departments, typified by being larger property operating departments, also reflected that the complexity of a comprehensive review would make a critical assessment difficult to undertake on an annual basis.
  - e. There were no assets identified within the business plans which were ‘surplus to requirements’.
7. The corporate business planning and performance management framework is currently being reviewed. This project will impact on the property review process in future years. One of the priorities for this project is to improve the relationship between service delivery and service support departments (including asset management). One key change will be to bring the start of the business planning process earlier in the year – this will result in strategic priorities being agreed prior to the allocation of resources. This will mean that the organisation sets out its aspirations and subsequently plans and allocates resources (including assets) around delivering these objectives. Consideration is currently being given to how best officers can use this opportunity to get service delivery and support service departments (including CSD) planning and working more effectively together. There will also be a greater focus on long term planning, which should create a positive environment for the strategic consideration of property assets. It will also mean that the inclusion of a standard statement will no longer be necessary.

## **Corporate & Strategic Implications**

8. The City of London's Efficiency Plan requires that the organisation demonstrate value for money in the delivery of its services. The consideration and assessment of property utilisation will be able to support the delivery of this Plan.
9. It is important to note that Standing Order 55 remains in place for the organisation. The proposals contained in this report relate to how the organisation more effectively delivers against the requirements of the Standing Order.

## **Conclusion**

10. The consideration of property assets through the existing business planning process has not delivered the critical assessment of property utilisation that is required either by the organisation or by Standing Order 55. However, the new framework for corporate and business planning will enable a more critical assessment of our property use and greater collaboration between colleagues across the organisation (facilitated through the revised business planning process).

## **John Galvin**

Corporate Strategy and Performance

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<b>Committee:</b>	<b>Date:</b>
Corporate Asset Sub-Committee	10 February 2017
<b>Subject:</b> Third party agreements – Operational property portfolio	<b>Public</b>
<b>Report of:</b> City Surveyor (CS.051/17)	<b>For Information</b>
<b>Report author:</b> Paul Friend, Head of Corporate Asset Management	

## Summary

The operational property portfolio is not entirely occupied by service departments; a significant proportion of the portfolio is occupied by third parties under a variety of agreements. This report provides an overview of third party agreements across the operational property portfolio. The purpose is to give Members a broad understanding of the type and nature of such agreements.

Within the operational portfolio, there are many separate agreements with third parties. These can be broadly separated into four main categories being 'Leased In', 'Leased Out', 'Benefits in Kind' and 'Other Occupier Agreements'. Income generating agreements include traditional leases/licences of commercial and residential premises, service agreements, wayleaves, handgates, motorgates, storage units, car parking spaces, ground leases and tenancies at will.

Having established the nature and broad extent of third party agreements, this report outlines actions being undertaken to ensure these agreements are subject to due corporate oversight, are being managed in accordance with best practice and their performance appropriately monitored. Specifically, it is proposed that these objectives will be reported at a portfolio level to this committee annually.

## Recommendations

Members are asked to note the contents of this report:

## Main Report

### Background

1. The Operational Property Portfolio – Annual Report 2016 was submitted to this committee in September 2016. This report provided Members with a broad overview of the size, range and complexity of the City's operational portfolio. Specifically, the report identified 93 properties with 631 building assets and land of approximately 40 million square meters held within the operational portfolio of the City of London Corporation.
2. A significant proportion of the operational property portfolio is not occupied by departments but is leased from or transferred to third parties by way of separate agreements. These agreements take the form of four main types namely 'Leased In', 'Leased Out', 'Benefits in Kind' and 'Other Occupier Agreements'.

3. The Corporate Property Group (CPG) is currently reviewing the total number, size, rental income and retained liabilities of agreements split by 'Leased In', 'Leased Out', 'Benefits in Kind' and 'Other Occupier Agreements'. The definition of these categories is further defined below. Notably, our investigations to date reveal the highest number of agreements is 'Other Occupiers' with the vast majority of income generating agreements as 'Leased Out'. Corporate information on third party agreements is still being collated and verified with support from the Chamberlain; we expect to be in a position to confirm a more detailed position shortly.
4. The 'Leased In' portfolio is relatively minor give the City predominantly holds its operational portfolio on a freehold basis. It includes all agreements where the City leases in or occupies accommodation from a third party.
5. The 'Leased Out' portfolio includes all Leases and Licences entered into principally for a commercial return. However, these agreements may also have service related objectives attached to them. For example, these agreements include tenants in the City's three wholesale markets, Open Space's tenants such as cafes, offices, residential units, storage units, lodges, highways and utility agreements. It also includes service agreements where third parties occupy premises by lease/licence but also provide a service on our behalf such as in waste recycling at Walbrook Wharf.
6. 'Benefits in Kind' support the City's wider role and may be historic in nature. Agreements are largely entered into without the primary objective of a commercial return. These agreements include community, cultural, volunteer and sports related activity. Despite the concessionary nature of these agreements, the City may retain other obligations attached with these assets such as the requirement to maintain, meet statutory obligations, health and safety requirements etc.
7. 'Other Occupier Agreements' include rights granted that support the operational asset base for a variety of different purposes. For example these agreements include, wayleaves, handgates, service and utility agreements.

## **Management**

8. The current management of third party agreements is complex and to date there has been little corporate oversight. Third party agreements are managed by various departments (or more than one department), typically reflecting the nature of the agreement, its origin and purpose.
9. For example, where assets are leased primarily to obtain a rental income these assets are normally managed, in an advisory role, by the City Surveyor's Department, under the existing scheme of delegations. Recommendations on these assets are reported to the relevant spending committee and are managed accordingly. Similarly, where there is no operational interest in the asset, other than perhaps the existence and proper management thereof, the agreement is managed almost exclusively by the

City Surveyor's Department. It is important to note however that financial management of the asset is retained by the relevant spending committee as income goes into the relevant departmental local risk budget. Accordingly arrears management is retained by the spending committee in consultation with the Chamberlain and Comptroller and City Solicitor.

10. Where the agreement relates solely to supporting the relevant department's business plan, this is normally managed by the relevant department. However, corporate oversight of these agreements is relatively poor. For example, there may be historic reasons for retaining these agreements which are contained wholly within the relevant departments archives without corporate oversight. Alternatively, they may relate to operational activity which is delegated to the relevant department.
11. Without full corporate oversight it is not possible to report meaningfully on all third party agreements, other than the basic nature and extent. For example, whether the agreements are still necessary to support the relevant department's existing business plan. Alternatively, whether assets currently occupied by third parties may be required for a corporate requirement.
12. The information currently available on third party agreements demonstrates the significance of these assets to the operational property portfolio. In addition, the rental income is significant in terms of the City's overall revenue. The retained obligations associated with these assets may also have significant implications in terms of mitigating risk to the City.

## **Actions**

13. The ability to report corporately that these assets are properly managed is long overdue. The current Asset Management review, reporting into the Strategic Asset Management Programme Board, represents an opportunity to gain a much improved insight into the existing management of these assets. Where gaps may be identified appropriate recommendations can be submitted to improve the management of the assets and potentially mitigate any associated corporate risk. In addition, periodic corporate reporting of the extent and nature of these assets will help maintain the profile of these assets and help ensure their best employment to support the objectives of the City.
14. Accordingly, the following actions are being incorporated into the AM review:-
  - a. Cross reference of third party data from OPN with operational departments to ensure a complete and accurate database.
  - b. Seek understanding of how and by whom agreements are currently managed within service departments
  - c. Provide recommendations to service departments on the management of third party agreements, where gaps are identified either in terms of best practice or mitigation of risks
  - d. Report back to this committee with a revised picture of third party agreements and their management

## **Corporate & Strategic Implications**

15. The proposals in this report support the Corporate Plan Strategic Aims:-
- To provide modern, efficient and high quality local services, including policing, within the Square Mile for workers, residents and visitors
  - To provide valued services, such as education, employment, culture and leisure, to London and the nation

## **Implications**

16. There are no financial implications at this stage; the continued review of third party agreements will be undertaken by CPG and as part of the AM review within existing resources. However, should initial investigations reveal a need to seek additional resources we will revert back to this committee.

## **Conclusion**

17. This report builds on the earlier “size and shape” report by providing details of the nature and extent of third party agreements within the operational property portfolio. The actions being undertaken will further inform this committee of the challenges the City faces in ensuring that these agreements are managed in accordance with best practice. CPG will report back further findings to this committee as part of the AM review and continue to improve the portfolio overview reporting for this committee.

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<b>Committees:</b>		<b>Dates:</b>
Establishment Committee (For Information)		17 January 2017
Policy and Resources Committee (For Decision)		19 January 2017
Projects Sub-Committee (For Decision)		31 January 2017
Corporate Asset Sub-Committee (For Information)		10 February 2017
<b>Subject:</b> Accommodation and Ways of Working	<b>Issue Report:</b> <b>Complex</b>	<b>Public</b>
<b>Report of:</b> Comptroller & City Solicitor <b>Report Author:</b> John Galvin, Town Clerks Department		<b>For Information</b>
<p style="text-align: center;"><b><u>Summary</u></b></p> <p><b>Dashboard:</b></p> <p>Project Status: Amber Last Approved budget: £165,000 Spend to date: £68,775</p> <p><b>Latest Gateway approved</b></p> <p>Gateway 1/2 project proposal was approved by Project Sub Committee on 7<sup>th</sup> September 2016.</p> <p><b>Progress to date including resources expended.</b></p> <ol style="list-style-type: none"> <li>Following approval of the Gateway 1/2 report, the Accommodation and Ways of Working (AWoW) programme team have been consulting with the Department of the Built Environment (DBE) and Open Spaces teams. This has been in order to understand the workplace requirements, develop options for the Pilot Office including workspace designs, consider the financial and non-financial benefits of the programme and further evaluate the risks associated with delivery of the IT necessary to make the pilot office a success. £38,775 of Programme Manager Consultancy costs and £30,000 of work place design costs and advice have been incurred to date.</li> <li>Programme costs to date of £68,775 have been met from an initial budget of £165,000. Of this sum, £145,000 was funded from the Transformation Fund, with the remaining £20,000 funded from the local risk budgets of DBE and Open Spaces. This funding was for leadership and co-ordination of the programme, development of the business case and model office design and options. To this point, the programme has not incurred any costs requiring funding from the Capital Programme budget for new schemes.</li> </ol> <p><b>Summary of issue</b></p> <ol style="list-style-type: none"> <li>The AWoW Programme Board has reviewed a number of concerns raised by the Programme Deliver Team. These were: <ul style="list-style-type: none"> <li>Benefits identification</li> <li>Technology</li> </ul> </li> </ol>		

- Costs
  - Programme timescales
  - Alignment with HR programmes
  - Project ownership
4. An Options Paper, which is included as Appendix A, was presented to the AWoW Programme Board. It outlined the key benefits and risks associated with three potential ways forward:
    1. Continue with the existing proposed plan to introduce a Model Office in the spring of 2017.
    2. Re-focus the programme between now and autumn on supporting activities
    3. Pursue traditional accommodation moves
  5. The recommendation of the AWoW programme board, endorsed by Strategic Resources Group (SRG) and Summit Group is to pursue option two.
  6. Between now and autumn 2017, the focus of activity will be on testing mobile devices and piloting alternative work settings on the 1st and 6th floors of the Guildhall. This will provide experience and feedback with which to further inform the design of any recommended options for a future model office. This activity, and other supporting activities, is detailed in Appendix B – Short Term Activities.
  7. The Programme Board will continue to meet on a reduced frequency, and appraise progress of the supporting activity. Once these have developed to a sufficient level the Board will give consideration to recommencing the programme.
  8. The Programme will report back to Project Sub Committee with its further recommendations for consideration in September 2017. This will either be in the form of a Gateway 3/4 report, or an alternative proposal.
  9. Communications have been developed for staff outlining the way forward and thanking them for their on-going support.
  10. Expenditure to date totals £68,775. This has been necessary in terms of identifying and codifying activities required to successfully deliver an Accommodation and Ways of Working Programme. This identification of issues has been useful, and it provides the organisation with the information required to progress the aims identified for this programme.

### **Recommendations**

1. Members are asked to agree Option 2, with additional project costs not to exceed £10,000. No additional funding is being sought at this stage.
2. Members should note that a further report will be submitted to Project Sub-Committee in September 2017 advising on how it is intended to progress the programme. This will either be a Gateway 3/4 report, or an alternative proposal.

## **Main Report**

<b>1. Issue description</b>	<p>The AWoW programme was designed to modernise organisational working practices, improve collaboration and co-creation, optimising our buildings and facilities and co-ordinate the delivery of supporting IT.</p> <p>The Programme Delivery Team has identified a number of concerns in relation to the AWoW programme:</p> <ul style="list-style-type: none"> <li>• Benefits – There are limited cashable benefits delivered solely by the pilot, with property savings accruing to other programmes. Most of the anticipated AWoW benefits relate to improving services and staff wellbeing, where performance is not seen as an issue</li> <li>• Technology – The current ability of the IT team to support the pilot with mobile devices and a stable infrastructure and the misalignment of the pilot with the Desktop Transformation Programme and Network Upgrade Programme</li> <li>• Costs – Total costs for the 1st floor Pilot are circa £800k</li> <li>• Programme – There will be a 5 month lag from the Gateway 3/4 report being submitted to occupation, previously this looked at occupation in March 2017, currently this is likely to be June 2017</li> <li>• HR – Alignment of the AWoW programme with wider HR strategy and understanding of the level of change support required</li> <li>• Project ownership – Currently the programme is owned corporately by the Town Clerk, with DBE and Open Spaces as ‘customer’ departments; this does not necessarily give the departments the level of ownership or control they are looking for</li> </ul>
<b>2. Last approved limit</b>	<p>The Gateway 2 report agreed an initial budget of £165,000. Of this sum, £145,000 was funded from the Transformation Fund, with the remaining £20,000 funded from the local risk budgets of DBE and Open Spaces. To date, £68,775 has been spent.</p>
<b>3. Options</b>	<p>The Options Paper as presented to the AWoW Programme Board has been included as Appendix A to this report (available online). This paper noted three options:</p>

	<ol style="list-style-type: none"> <li>1. Continue with the existing proposed plan for the Guildhall North Wing first floor</li> <li>2. Delay the pilot office to allow for supporting technology programmes to progress sufficiently and enable greater alignment of organisational strategies.</li> <li>3. Deliver the move of DBE staff into the Guildhall North Wing first floor as a conventional accommodation move, not as a pilot for agile working. This would be paid through DBE Local Risk.</li> </ol> <p>The full list of pros and cons for these options are contained in Appendix A - Options Paper.</p> <p>The recommendation of the Programme Board, endorsed by Strategic Resources Group and Summit Group, was to progress with option two. This refocuses the programme in the medium term and will delay the full deployment of the model office. However it will also offer a number of benefits and opportunities:</p> <ul style="list-style-type: none"> <li>• A significant reduction in the costs of the Pilot Model Office, particularly related to IT costs, of around £200,000.</li> <li>• Enabling supporting programmes to align with the AWoW objectives, particularly in relation to IT Desktop Transformation programme and the Network Upgrade.</li> <li>• Greater opportunity to align key organisational strategies, particularly the interaction between Property, HR and Technology. As these strategies are drawn together, the ability of the AWoW programme to support cultural change, property rationalisation and promote flexible and agile ways of working will become more compelling.</li> <li>• More work can be undertaken on quantifying cashable benefits of the programme, whether this can be directly attributable to AWoW, or where this supports other organisational initiatives. This will include further benchmarking with other organisations.</li> </ul> <p>Continuing under the existing programme plan would not address any of the issues identified above, and on this basis, Option One was not recommended.</p> <p>Whilst Option Two entails a delay, it is not anticipated that the Corporation will incur significant costs through this re-profiling. A number of on-going activities have been identified as being required to be progressed over the period between now and the autumn and these are identified in Appendix B – Short Term Activities (available online). It is expected that these undertakings will be delivered through business-as-usual. These activities will be co-ordinated internally, and will not involve the retention of external consultants.</p>
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	<p>Whilst Option Three could be reasonably cheaply deployed initially, it did not offer any of the wider organisational benefits of the AWoW programme. This included the lack of a wider accommodation strategy, the delivery of an agile and modern workspace, enhanced ability to collaborate, or the inclusion of Open Spaces. Whilst initially appearing as a low cost option, expenditure would continue to be incurred by the Corporation for future tactical office moves through departmental expenditure. Also, this programme would not support the vacation of Irish Chambers, potentially an activity which would enable us to either minimise cost or maximise income.</p>
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## **Appendices**

Both appendices are available online at:

<http://democracy.cityoflondon.gov.uk/documents/s75549/AWOWAppendices.pdf>

<b>Appendix A</b>	Options Paper as presented to the Programme Board on 29 November 2016.
<b>Appendix B</b>	Short Term Activities that will be undertaken between now and the autumn

## **Contact**

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<b>Committee:</b>	<b>Date:</b>
Corporate Asset Sub-Committee	10 February 2017
<b>Subject:</b>	<b>Public</b>
Heritage at Risk Register (HARR) Report 2016	
<b>Report of:</b>	<b>For Information</b>
City Surveyor (CS 060/17)	
<b>Report author:</b>	
Susana Barreto, City Surveyor's Department	

## Summary

Historic England publishes an annual register of statutorily protected heritage sites, which it regards 'most at risk of being lost through neglect, decay or inappropriate development'. The latest edition of the 'Heritage At Risk Register' (HARR) was published in October 2016.

The City of London Corporation (the City) has 10 heritage assets listed in the 2016 edition of the HARR; the same number as in 2014 and 2015. Two assets have improved their registered condition when compared to last year's report. This report explains the circumstances and issues for each asset and sets out the plans of action implemented to eventually remove those that the City wholly or partly owns from the HARR.

## Recommendation

Members are asked to note the contents of this report.

## Main Report

### Background

1. Following the annual update of Historic England's 'Heritage At Risk Register', this report sets out details of the assets relevant to the City.

### Current Position

2. The 2016 HARR includes the following ten designated heritage assets owned by or under the care of the City.

<u>Assets (within the City)</u>	<u>Designation</u>	<u>Condition/Trend*</u>	<u>Actions/Strategy</u>
St Mary Somerset Tower	Listed Building grade I	fair	Tenant to finish works by the end of 2017
London Wall (All Hallows) **	Scheduled Monument, 2 Conservation Areas	declining	Phased conservation-based repair strategy
London Wall (St Alphage Garden)	Scheduled Monument	declining	
Roman Wall (90 Gracechurch Street basement)	Scheduled Monument, Conservation Area	improving	Keep monitoring until conditions stabilise

<u>Other Heritage Assets</u>	<u>Designation</u>	<u>Condition/Trend*</u>	<u>Actions/Strategy</u>
Kenley Common, WWII fighter pens (group of 4)	Scheduled Monument, Conservation Area	improving	Works to commence spring 2017 and to be completed autumn 2018
Kenley Common, WWII fighter pens (group of 7)	Scheduled Monument, Conservation Area	improving	
Wanstead Park **	Registered Park and Garden grade II*, 6 Listed Buildings, part in Conservation Area	declining	'Master Plan' near completion; Planned Heritage Lottery Fund (HLF) bid to be submitted in February 2018
Wanstead Park Conservation Area **	Conservation Area, 8 Listed Buildings, part in Registered Park and Garden grade II*	deteriorating	
Bunhill Fields Conservation Area **	Conservation Area, 95 Listed Buildings, Registered Park and Garden grade I	deteriorating	Liaising with Islington Council; Planned HLF bid to be submitted in August 2017
Ashted Park **	Registered Park and Garden II, 19 Listed Buildings, part in Scheduled Monument, part in Conservation Area	improving	Continued ground maintenance strategy

Full details of the assets may be found at the end of Appendix A (available online).

\* Condition or Trend as reported in the HARR

\*\* parts are owned or managed by third parties

- No City assets have been removed from the HARR since 2014, and none have been added.
- The HARR states that the trend of the majority of these assets is still 'deteriorating' or 'declining', but four are shown as 'improving' and one remains as 'fair'. The registered condition does not take account of the works that are now planned to take place, details of which are set out below.
- Four of the entries in the HARR pertain to assets that are Parks or Conservation Areas, where parts are owned or managed by third parties, making removal from the HARR beyond the City's control.
- The full text of the entries in the HARR for City's properties can be found in Appendix A (available online) and a summary of them is set out below.
- St Mary Somerset Tower** – The tenant has requested a three month extension of time to complete the necessary works, which has been agreed, and it is now anticipated that the necessary works will be completed by the end of 2017. The tenant is in contact with Historic England and seeking to clarify requirements for removal of the asset from the HARR.

8. **London Wall** – Two sections of the London Wall remain in the HARR: All Hallows-on-the-Wall and St Alphage Gardens. Repair works to the former are due to commence this summer. Works to the latter are likely to start in late 2017, once the developer of London Wall Place gives access and the hard re-landscaping of the surrounding garden area has been completed.
9. **Roman Wall/90 Gracechurch Street** – Environmental monitoring is still undergoing. HARR 2016 states that the condition is ‘generally satisfactory with major localised problems’, which is an improvement when compared to last year’s registered condition. It is understood that the asset will be removed from future HARR once conditions have been stabilised, and have remained at acceptable levels for a period of at least 12 months.
10. **Kenley Common** - ‘Kenley Revival Project’ has been awarded a grant of £881k from the HLF and conservation works will commence in the spring of 2017 (being expected to be completed by autumn 2018). A maintenance plan for the ongoing care has been developed, costed and is budgeted for. The City owned parts of the two Scheduled Monuments at Kenley Common will be removed from the HARR upon successful completion of these works. Because of this the HARR 2016 states that registered condition for both assets is now improving.
11. **Wanstead Park** – A Steering Group comprising the four landowners including the City together with Historic England, the London Borough of Redbridge and the Friends of Wanstead Parklands Group, meet regularly to promote the removal of the historic park from the HARR. A ‘Master Plan’, which sets out priority projects and form the basis of action and investment to remove the historic park from the HARR and for creating a sustainable park for the future, has been jointly commissioned by the four landowners and is near completion.  
  
Open Spaces are planning to submit an HLF application for Wanstead Park in February 2018 but currently lacks sufficient match funding to secure an award.
12. **Wanstead Park Conservation Area** – The action/activities developed in the above designation (Para 11) should help to address this Conservation Area at Risk designation.
13. **Bunhill Fields Conservation Area** – Officers are liaising with the local authority (Islington Council) on measures that will assist in removing this from the HARR. One example is making formal objections to large scale developments within the Conservation Area, which is the main reason why this Conservation Area is listed in the HARR as deteriorating.  
  
Open Spaces are planning to submit an HLF application for Bunhill Fields in August 2017, a project that will hopefully assist the removal of the Conservation Area from future HARRs.
14. **Ashted Park** – The continued ground maintenance, in line with the 2010 Landscape Conservation Management Plan for the Freeman’s School, has been positively acknowledged by Historic England. Officers are seeking liaison with Surrey Wildlife Trust, the owner of the northern part of the historic park, during

2017 in order to improve the coherence between both areas and to enable promotion of the removal of the whole asset from future HARRs.

## **Corporate & Strategic Implications**

15.If appropriate works are not undertaken to these heritage assets, they will inevitably deteriorate further. A lack of suitable maintenance would permit further decay and increase repair costs. A failure to invest sufficient sums in these assets may also contribute to the eventual loss of these irreplaceable historic assets while posing a reputational risk to the City as well as health and safety risks. The strategy to undertake works that will remove these assets from the HARR is part of the wider operational property portfolio maintenance and renewal programme.

## **Implications**

16.The City Surveyor continues to manage a planned programme of maintenance works across the heritage estate to mitigate the risk of other assets being added to future HARRs. This may be limited by budgetary and priority constraints in the annual Cyclical Works Programme (CWP), which is created from the 20-year maintenance plan for each property.

17.It should be noted that the more affordable/easier to fix assets in the HARR, such as the remains of the City Wall are slowly being removed, but larger properties, such as Wanstead Park will require a combination of Capital and Lottery funding to raise the substantial initial investment needed, together with improved CWP funding and Local Risk resources to maintain any restoration.

## **Conclusion**

18.A very small proportion of the City's property portfolio is currently notified in the HARR. Designation within HARR is helpful in leveraging advice from Historic England and priority access to the Heritage Lottery Fund grant streams.

19.Despite the fact that no assets have been removed from the HARR in the past three years and five entries remain in a 'deteriorating' or 'declining' condition, incremental progress has been made developing asset management strategies and improving the asset condition of two register entries with the cooperation of Historic England.

## **Appendix**

The appendix is available online at the following link:

<http://democracy.cityoflondon.gov.uk/documents/s75608/HARRAppendix.pdf>

**Appendix A – City's heritage assets included in 2016 HARR**

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City Surveyor's

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<b>Committees:</b>		<b>Dates:</b>
Policy and Resource Committee – for information		19 January 2017
Project Sub-Committee – for decision		31 January 2017
Corporate Asset Sub-Committee – for information		10 February 2017
<b>Subject:</b> Guildhall Great Hall Stonework Defect	<b>Gateway 1&amp;2 Project Proposal</b> Regular	<b>Public</b>
<b>Report of:</b> City Surveyor <b>Report Author:</b> Dorian Price, Guildhall Manager		<b>For Information</b>

## Recommendations

1. Approval track and next Gateway	Approval track: 2. Regular Next Gateway: Gateway 3/4 - Options Appraisal (Regular)			
2. Resource requirements to reach next Gateway				
	Item	Reason	Funds/ Source of Funding	Cost (£)
	Staff funding for 5 days	To consider options for scaffolding	Local Risk	£500
	Staff funding for 10 days	To consider options for repair of stonework	Local Risk	£1,000
	Temporary Crash-Deck Scaffold Construction Estimate	Due to urgency, this crash-deck was installed 21/11/16.  Cost includes hoarding, decorating, lights and hire to 20/01/17	2016/17 City's Cash Provision for New Schemes	£37,500
	Temporary Crash-Deck Scaffold	Estimated cost for ongoing hire of the scaffold.  £800 per week to 28/04/17	2016/17 City's Cash Provision for New Schemes	£11,200
Scaffold Design Fees	To carry out preliminary assessment and initial design.	2016/17 City's Cash Provision for New Schemes	£2,000	

	Pinnacle Scaffold Construction Estimate	Estimated costs for specialist scaffold up to and around Pinnacle	2016/17 City's Cash Provision for New Schemes	£70,000	
	Structural Engineer Fees	To carry out preliminary assessment and design solution.	2016/17 City's Cash Provision for New Schemes	£5,000	
	Stonework Conservation Design Fees	To carry out preliminary assessment and initial design.	2016/17 City's Cash Provision for New Schemes	£4,500	
			<b>Estimated Total</b>	<b>£131,700*</b>	
* Subject to further technical investigation					
<b>3. Next steps</b>	<p>3.1 Construct specialist scaffold to enable close inspection of the stonework defects.</p> <p>3.2 To employ a consultant structural engineer to carry out a detailed inspection of the west pinnacle of the Great Hall and produce a structural survey report and advise on proposed repair methods.</p> <p>3.3 Structural engineer to review photographic drone survey results of the east pinnacle.</p> <p>3.3 Engage a stonework conservation consultant to provide design options for remedial works in conjunction with the structural engineer.</p>				

### **Project Summary**

<b>4. Context</b>	<p>4.1 A photographic drone survey conducted in July 2016 on the Great Hall identified a small number of cracks in some stonework on the pinnacle of the Great Hall roof, at the apex of the west gable, which required further closer inspection. The inspection carried out on Saturday 19th November by Stone Technical Services Ltd, identified stonework on the west gable pinnacle that was determined to be unsafe and a risk of falling masonry.</p> <p>4.2 Due to the condition of the masonry, Stone Technical Services were not able to carry out any remedial works to consolidate the loose masonry for fear of dropping any loose</p>
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	<p>elements, or causing a partial collapse of the pinnacle onto the glazing below.</p> <p>4.3 Due to the risk of falling masonry, specialist scaffold is required to inspect the stonework and dismantle, if necessary, safely and without the risk of partial collapse and causing damage to the area below.</p> <p>4.4 The first priority was to make area safe, Officers implemented immediate control measures and the closure of the West ambulatory corridor while our contractor, a crash-deck tunnel structure was built underneath the West ambulatory glass canopy.</p> <p>4.5 This crash-deck tunnel was installed on 21<sup>st</sup> November and will enable further specialist scaffold to be built up and around the pinnacle.</p>
<b>5. Brief description of project</b>	5.1 To access the west gable pinnacle by specialist scaffolding, and undertake any necessary repairs to prevent falling masonry.
<b>6. Consequences if project not approved</b>	6.1 Loose masonry, or a partial collapse of the pinnacle onto the glazing below.
<b>7. SMART Objectives</b>	<p>7.1 To repair the high level Great Hall cracks to the stone Pinnacle at a high quality standard.</p> <p>7.2 To ensure repair work is within cost approved.</p> <p>7.3 Repairs are conducted in a timely manner with minimal impact to events.</p> <p>7.4 Repairs are carried out safely and all risks are mitigated.</p> <p>7.5 Repair complies with the legal obligation to maintain our historical asset, and on-going monitoring is undertaken to ensure the repair is successful.</p> <p>7.6 Key milestone dates are identified as;</p> <ul style="list-style-type: none"> <li>• Scaffold Design Proposal – January/February 2017</li> <li>• Stone survey assessment – January/February 2017</li> <li>• Remedial works undertaken – March 2017</li> </ul>
<b>8. Success criteria</b>	<p>The project will be measured by the following outcomes;</p> <p>8.1 Repair will be conducted on time and within budget.</p> <p>8.2 No operational impact to the use of the Great Hall.</p>
<b>9. Key Benefits</b>	<p>9.1 Repair and maintain a heritage asset.</p> <p>9.2 Improved stability and an even loading to all corners of the structure.</p> <p>9.3 Reduces the health and safety risk of falling masonry.</p>

<b>10. Notable exclusions</b>	10.1 No further action will be undertaken to small hairline cracks identified, other than continual monitoring.
<b>11. Governance arrangements</b>	<b>Spending Committee:</b> Finance Committee <b>Senior Responsible Officer:</b> Guildhall Manager <b>Project Board:</b> No

### Prioritisation

<b>12. Link to Strategic Aims</b>	2. To provide modern, efficient and high quality local services, including policing, within the Square Mile for workers, residents and visitors
<b>13. Links to existing strategies, programmes and projects</b>	13.1 The City Surveyor Business Plan includes strategic priorities of promoting Health and Safety compliance. 13.2 The department is monitoring and managing health and safety risks in accordance with the City Corporation's current risk management framework. 13.3 The Guildhall conservation management plan.
<b>14. Project category</b>	1. Health and safety
<b>15. Project priority</b>	A. Essential

### Options Appraisal

<b>16. Overview of options</b>	16.1 Undertake repairs - The recommended option is to install specialist scaffolding and undertake repairs as advised by a consultant structural engineer. 16.2 To rebuild the Pinnacle if assessed as necessary.
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### Project Planning

<b>17. Programme and key dates</b>	<b>Overall programme:</b> Up to 6 months <b>Key dates:</b> <ul style="list-style-type: none"> <li>Scaffold Design Proposal – January/February 2017</li> <li>Stone survey assessment – January/February 2017</li> </ul> <b>Other works dates to coordinate:</b> Gateway 3/4 – February/March 2017
<b>18. Risk implications</b>	<b>Overall project risk:</b> Amber The proposals outlined in this report identify health and safety and reputational risks and although the risk of falling masonry has been temporarily mitigated, there is continued cost and inconvenience of a having scaffold in place and the repair delayed for any extended period.

<b>19. Stakeholders and consultees</b>	19.1 Town Clerks 19.2 Comptroller and City Solicitor's 19.3 DBE – Building Control and Historic Environment 19.4 Remembrancer 19.5 Chamberlain 19.6 Procurement
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### Resource Implications

20. Total estimated cost	Likely cost range: 1. Under £250k																													
21. Funding strategy	Choose 1: No funding confirmed	Choose 1: Internal - Funded wholly by City's own resource																												
	<table><tr><th>Funds/Sources of Funding</th><th>Cost (£)</th></tr><tr><td>Staff funding for 10 days</td><td>£1,500</td></tr><tr><td>Emergency Crash-Deck Scaffold Construction cost (currently funded from Local risk up to 20/01/17, but to be transferred to project costs)</td><td>£37,500</td></tr><tr><td>On-going Crash-Deck scaffold estimated hire cost (£800 per week to 28/04/17)</td><td>£11,200</td></tr><tr><td>Scaffold Design Fees</td><td>£2,000</td></tr><tr><td>Pinnacle Specialist Scaffold Construction Estimate</td><td>£70,000</td></tr><tr><td>Structural Engineer Fees</td><td>£5,000</td></tr><tr><td>Stonework Conservation Design Fees</td><td>£4,500</td></tr><tr><td><b>Estimated Total <u>to reach the next Gateway</u>**</b></td><td><b>£131,700*</b></td></tr><tr><td><b><u>Funded By:</u></b></td><td></td></tr><tr><td>City Surveyor's Existing Local Risk Budget</td><td>£1,500</td></tr><tr><td>2016/17 City's Cash Provision for New Schemes</td><td>£130,200</td></tr><tr><td>2016/17 City's Cash Provision for New Schemes***</td><td>£50,000</td></tr><tr><td><b>Total Funding</b></td><td><b>£181,700</b></td></tr></table>		Funds/Sources of Funding	Cost (£)	Staff funding for 10 days	£1,500	Emergency Crash-Deck Scaffold Construction cost (currently funded from Local risk up to 20/01/17, but to be transferred to project costs)	£37,500	On-going Crash-Deck scaffold estimated hire cost (£800 per week to 28/04/17)	£11,200	Scaffold Design Fees	£2,000	Pinnacle Specialist Scaffold Construction Estimate	£70,000	Structural Engineer Fees	£5,000	Stonework Conservation Design Fees	£4,500	<b>Estimated Total <u>to reach the next Gateway</u>**</b>	<b>£131,700*</b>	<b><u>Funded By:</u></b>		City Surveyor's Existing Local Risk Budget	£1,500	2016/17 City's Cash Provision for New Schemes	£130,200	2016/17 City's Cash Provision for New Schemes***	£50,000	<b>Total Funding</b>	<b>£181,700</b>
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	<p>* Subject to further technical investigation</p> <p>** Funding to undertake the repair works, currently estimated at £50k, will also be subject to a bid to the Resource Allocation Sub and Policy and Resources Committees from the City's Cash Provision for New Schemes.</p> <p>*** Subject to approval of the Resource Allocation Sub and Policy and Resources Committees</p>
<b>22. On-going revenue implications</b>	Successful completion of repair works will reduce future maintenance and repair works to the Pinnacle stonework.
<b>23. Investment appraisal</b>	Not applicable
<b>24. Procurement strategy/Route to Market</b>	<p>24.1 If structural survey results indicate a simple solution to undertake stonework remedial works or making safe works, costing up to £50k. Then procurement through the Interim Minor Works Framework is proposed.</p> <p>24.2 If however the structural survey indicates that more extensive works are required, then the Gateway 3/4 report would be presented outlining the costs and options.</p>
<b>25. Legal implications</b>	<p>25.1 Listed Building Status</p> <p>25.2 Health and Safety</p>
<b>26. Corporate property implications</b>	<p>26.1 Operational Assets remain in a good safe and statutory compliant condition and;</p> <p>26.2. Operational Assets are fit for purpose and meet service delivery needs;</p>
<b>27. Traffic implications</b>	Access to Guildhall Yard will be controlled, together with general deliveries and any activities taking place in the Yard.
<b>28. Sustainability and energy implications</b>	Specialist structural engineer advice is required to in order to meet sustainability and energy implications.
<b>29. IS implications</b>	Nil
<b>30. Equality Impact Assessment</b>	An equality impact assessment will be undertaken

### Contact

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<b>Committee:</b>	<b>Dated:</b>
Corporate Asset Sub-Committee	10 February 2017
<b>Subject:</b> Q3 Energy Performance Report (2016/17)	<b>Public</b>
<b>Report of:</b> City Surveyor	<b>For Information</b>
<b>Report author:</b> Mansi Sehgal, Corporate Energy Manager	

## SUMMARY

This report provides a performance update on energy reduction targets set out in the Carbon Descent Plan 2015 (CDP-15) and covers the nine month period from April to December 2016.

The latest analysis shows an overall energy consumption increase of 0.8% (absolute performance) compared to the same period in 2015/16. Please note this report only provides commentary on the absolute performance. The annual performance report for 16/17 will provide commentary on both the weather corrected and absolute performance.

Even though there were reductions in departments such as the Department of Markets and Consumer Protection and the City of London Freeman's School, there were other departments where the consumption was higher (due to an increased demand of facilities) which resulted in an overall marginal increase in consumption.

An increase of 0.8% will unfortunately result in the Corporation not meeting its annual reduction target of 2.25% for 2016/17. This further implies the savings achieved as part of the CDP-09 have been eroded and the current performance trend is unlikely to meet overall reduction target of 25% by 17/18 as set out in the CDP-15. Please refer to next section for an overall summary graph.

To mitigate this current performance gap, a meeting has been set up for 1<sup>st</sup> Feb 2017 with key departments to review the current membership, objectives and Terms of References (ToRs) of the existing Energy Board. It is anticipated this renewed membership will raise awareness and set the tone in achieving the Corporation's energy goals across the organisation and will support the development of a corporate wide energy strategy.

## Recommendation

It is recommended that Members note the contents of this report.

## Main Report

### Performance Monitoring

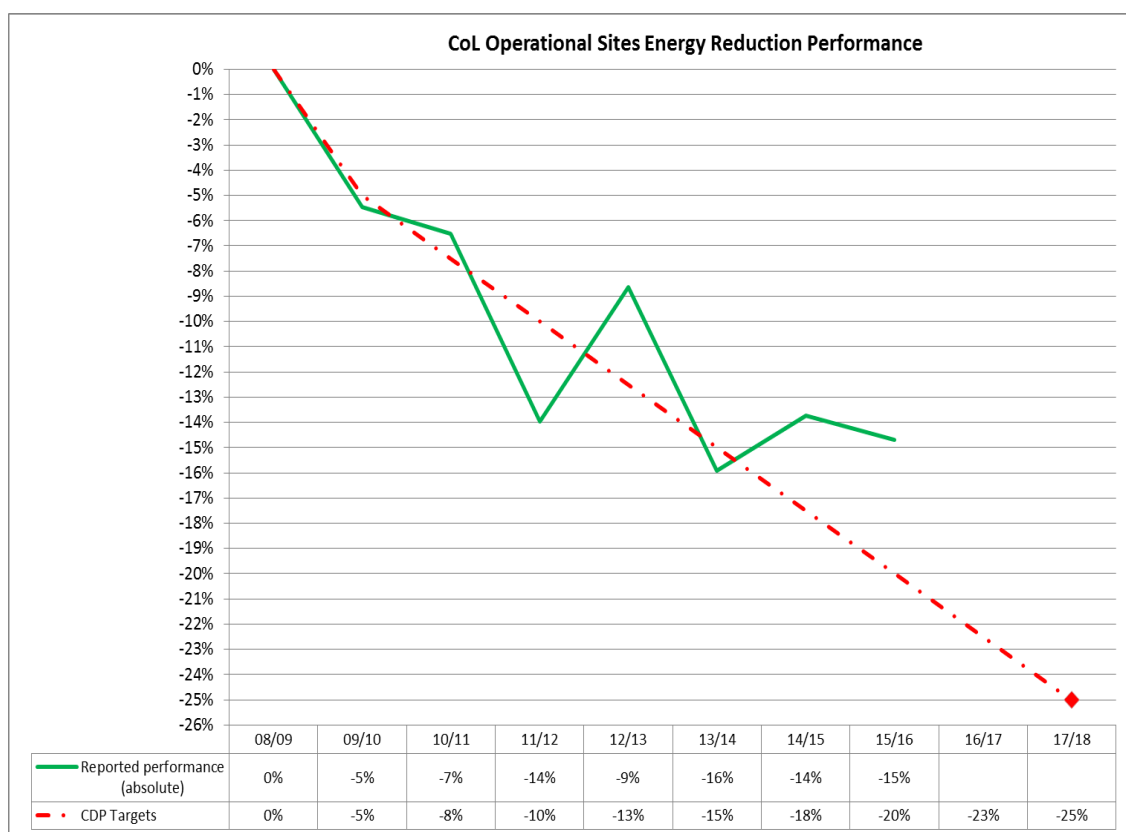
#### Current Performance

1. The table below demonstrates the energy consumption for April to December 2016 is 0.8% higher than the same period in 2015/16.

**Table 1: Q3 performance comparison (Q1-3 2016/17 with Q1-3 2015/16)**

Dept.	15/16 Q1-3	16/17 Q1-3	Diff. kWh	Diff. %
Barbican Centre	11,645,540	11,904,298	258,758	2.2%
Built Environment	5,287,530	5,246,306	-41,224	-0.8%
CoL Boys'	1,812,524	2,032,092	219,568	12.1%
CoL Freeman's	2,429,838	2,317,061	-112,777	-4.6%
CoL Girls'	1,317,509	1,316,808	-701	-0.1%
Courts	4,707,250	4,716,330	9,080	0.2%
CHL	2,085,963	2,333,080	247,117	11.8%
GSMD	4,932,050	5,359,172	427,122	8.7%
Guildhall	15,621,053	15,110,184	-510,869	-3.3%
Mansion House	1,236,911	1,338,369	101,458	8.2%
M&CP	22,198,779	21,833,390	-365,389	-1.6%
Open Spaces	3,628,603	3,759,983	131,380	3.6%
Police	4,001,694	4,184,811	183,117	4.6%
Walbrook Wharf	1,130,668	1,210,902	80,234	7.1%
<b>Total</b>	<b>82,035,912</b>	<b>82,662,786</b>	<b>626,874</b>	<b>0.8%</b>

- The departments and buildings with major increase were the City of London Boys School, Culture Heritage and Libraries, Guildhall School of Music and Drama, Mansion House and Wallbrook Wharf. Increases in consumption at these premises were mainly due to increased demand in heating due to colder weather and increased use of facilities.
- Below is a graph indicating the overall performance since the base year 2008/09. If we keep following the current performance trend, the Corporation is unlikely to achieve this year's target of 23% reduction by the end of 16/17.



## **Development of the Energy Strategy**

4. Such energy reduction challenges are presently being reviewed in light of the current performance trend. The following narrative will be presented to the Energy Board as a 'short term strategy' in February 2017. If approved, it will form the basis of the draft Corporation's Energy strategy.
  - a. Explore an Energy Performance Contracting (EPC) option to deliver energy efficiency savings in bulk; or explore the 'RE: FIT' arrangement which is very similar to an EPC option but managed by the GLA (Greater London Authority) and mainly focussed on public sector;
  - b. Increased focus on data cleaning and metering exercise to ensure robust reporting;
  - c. Increased emphasis on assisting departments in identifying and delivering individual energy saving projects;
  - d. Continue to embed the energy agenda into wider CoL processes such as the capital projects gateway process; and
  - e. Behavioural change campaign to raise awareness with internal building users

## **AECOM update**

5. In addition to the above, it is important that the Corporation considers completion of the AECOM recommendations. Please see Appendix 1 (available online) for more information on the recommendations.
6. In May 2013, the Corporation commissioned AECOM to carry out a strategic energy review of the operational estate. The overall aim of the review was to prepare a roadmap for an aspirational target of 40% by 2025 against the 2008 baseline. As a result of this study a set of recommendations were put forward, and agreed by the Summit Group in January 2014.
7. To date some progress has been made on these recommendations. However the nature of most of these recommendations is strategic, hence progress has been slow. This will be further discussed at the Energy Board.

## **Benchmarking Update**

8. At the 18 November 2016 CASC meeting, it was raised that while reducing energy consumption was important, it may be that consumption was not the most appropriate measure for energy usage, given that it may not factor in a more intensive use of assets. Therefore, it will be beneficial to track efficiency of energy usage, rather than just consumption.
9. As a consequence, the Energy Team commenced a Benchmarking Review which aims to develop energy performance indicators which account for additional fluctuating influences and can be compared to national or local

benchmarks for determining whether performance is above or below typical levels and inform the development of realistic energy targets.

10. The review is progressing well, and currently looking to:

- establish the suitability of existing nationally recognised energy benchmarks and methods;
- developing methods for measuring energy performance for large mixed functionality buildings/sites (i.e. Barbican Arts Centre and Guildhall Complex);
- identifying which variables influence energy consumption and how these can be used for developing performance indicators appropriate to whole building or specific functions/services within buildings; and
- how other Local Authorities or Public Sector Bodies apply benchmarking.

11. The Energy Team expect to provide a summary of the results at the next CASC meeting.

## **Conclusion**

12. An increase of 0.8% until now means the Corporation is unlikely to meet its annual reduction target of 2.25% for 2016/17 and will fall behind its planned target of reducing 25% by the end of 2017/18.

13. As a result it will be crucial to gain consensus on the 'short term strategy' in the upcoming meeting in February 2017 to re-focus the efforts in priority areas. In addition, delivery of the 14 AECOM recommendations set out in Appendix 1 will also play an important role in reducing the overall footprint of the Corporation.

## **Appendices**

The appendix listed below is available online at the following link:

<http://democracy.cityoflondon.gov.uk/documents/s75576/EnergyAppendix.pdf>

### **Appendix 1 – AECOM Recommendations**

## **Mansi Sehgal**

Corporate Energy Manager

City Surveyor's Department

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