



## Property Investment Board

**Date:** WEDNESDAY, 14 FEBRUARY 2018  
**Time:** 8.30 am  
**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  
Stuart Corbyn (Co-opted)  
Tony Joyce (Co-opted)  
David Shaw OBE (Co-opted)  
David Brooks Wilson (Co-opted)

**Enquiries:** John Cater  
[john.cater@cityoflondon.gov.uk](mailto:john.cater@cityoflondon.gov.uk)  
Tel: 020 7332 1407

**Breakfast will be served at 8.00am**  
**N.B. Part of this meeting could be the subject of audio video recording**

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

# **AGENDA**

## **Part 1 - Public Agenda**

1. **APOLOGIES FOR ABSENCE**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**  
To approve the public minutes of the Property Investment Board meeting held on 17<sup>th</sup> January 2018.

**For Decision**  
(Pages 1 - 4)
4. **CITY SURVEYOR'S DEPARTMENTAL QUARTERLY RISK REGISTER UPDATE**  
Report of The City Surveyor.

**For Information**  
(Pages 5 - 22)
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 Property Investment Board meeting held on 17<sup>th</sup> January 2018.

**For Decision**  
(Pages 23 - 30)

## **ALL ESTATES**

9. **CITY'S RENTAL ESTIMATES MONITORING REPORT**  
Report of The City Surveyor.

**For Information**  
(Pages 31 - 40)

10. **BUSINESS PLAN 3RD QUARTER PROGRESS**  
Report of The City Surveyor.

**For Information**  
(Pages 41 - 50)

## **CITY'S ESTATE**

11. **CITY'S ESTATE: 20-21 ALDERMANBURY - FUTURE OPPORTUNITIES  
(GATEWAY 1-2)**  
Report of The City Surveyor.

**For Decision**  
(Pages 51 - 62)

12. **CITY'S ESTATE: LETTING REPORT - 118 NEW BOND STREET, RENT REVIEW -  
MINOR AMENDMENT OF TERMS**  
Report of The City Surveyor.

**For Decision**  
(Pages 63 - 70)

13. **CITY'S ESTATE: HAMILTON HOUSE, VICTORIA EMBANKMENT EC4 –  
DISPOSAL OF NEW 150 YEAR LEASE**  
Report of The City Surveyor.

**For Decision**  
(Pages 71 - 102)

14. **CITY'S ESTATE: LETTING REPORT - NEW LETTING AT 59/62 SOUTH MOLTON  
STREET**  
Report of The City Surveyor.

**For Decision**  
(Pages 103 - 108)

15. **CITY'S ESTATE: ISSUE REPORT RELATED TO POTENTIAL ENABLING WORKS AT 123/124 NEW BOND STREET**  
Report of The City Surveyor.

**For Decision**  
(Pages 109 - 116)

16. **CITY'S ESTATE: LETTING REPORT - NEW LEASE AT 230 TOTTENHAM COURT ROAD**  
Report of The City Surveyor.

**For Decision**  
(Pages 117 - 122)

17. **CITY'S ESTATE: LETTING REPORT - NEW LEASE AT 57/61 CHARTERHOUSE STREET**  
Report of The City Surveyor.

**For Decision**  
(Pages 123 - 128)

#### **CITY FUND ESTATE**

18. **CITY FUND ANNUAL STRATEGY REPORT**  
Report of The City Surveyor.

**For Information**  
(Pages 129 - 170)

19. **CITY FUND (SPE): 4 - 14 TABERNACLE STREET - GATEWAY 7 OUTCOME REPORT**  
Report of The City Surveyor.

**For Decision**  
(Pages 171 - 180)

20. **CITY FUND (SPE): LETTING REPORT - NEW LETTING AT 43 WORSHIP STREET**  
Report of The City Surveyor.

*To Follow*

**For Decision**

#### **BRIDGE HOUSE ESTATES**

21. **BRIDGE HOUSE ESTATES: LETTING REPORT - RENT REVIEW AT 1-5 LONDON WALL BUILDINGS**  
Report of The City Surveyor.

**For Decision**  
(Pages 181 - 186)

22. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
23. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

This page is intentionally left blank

## PROPERTY INVESTMENT BOARD

Wednesday, 17 January 2018

Minutes of the meeting of the Property Investment Board held at Guildhall, EC2  
on Wednesday, 17 January 2018 at 8.30 am

### Present

#### Members:

Deputy Alastair Moss (Chairman)  
Deputy Tom Sleigh (Deputy Chairman)  
Sir Mark Boleat  
Deputy Keith Bottomley  
Alderman Peter Hewitt  
Christopher Hill  
Deputy Philip Woodhouse  
Stuart Corbyn

#### Officers:

John Cater	-	Committee Clerk
Nicholas Gill	-	City Surveyor's Department
John James	-	Chamberlain's Department
Alan Bennetts	-	Comptroller & City Solicitor's Department
Brian Brierley	-	City Surveyor's Department
Andrew Cross	-	City Surveyor's Department
Tom Leathart	-	City Surveyor's Department
Neil Robbie	-	City Surveyor's Department

### 1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Sir Mark Boleat, John Chapman, Alderman Alison Gowman, Tony Joyce, David Shaw OBE and David Brooks Wilson.

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

1. Alderman Peter Hewitt declared he had a non-pecuniary interest with regard to a possible leasing of Colechurch House (item 13)

2. The Chairman declared he had a non-pecuniary interest with regard to item 12 (his firm acts for Steinhoff).

### 3. MINUTES

**RESOLVED** – That the public minutes of the meeting held on 13<sup>th</sup> December be approved.

4. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**  
There were no questions.
5. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**  
The City Surveyor raised the issue of the overall investment and income oversight of the City Bridge Trust. The Property Investment Board needed to recognise the issue and it is being looked into.
6. **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.
7. **NON PUBLIC MINUTES**  
**RESOLVED** – That the non-public minutes of the meeting held on 13<sup>th</sup> December be approved.
8. **REPORT OF ACTION TAKEN BETWEEN MEETINGS**  
Members received a Report of The Town Clerk.
9. **FIRST REGISTRATION OF THE CITY'S FREEHOLD TITLES - PROGRESS SINCE JANUARY 2017**  
Members received a Report of the City Surveyor.
10. **QUARTERLY DELEGATED AUTHORITIES UPDATE: 1ST OCTOBER 2017 TO 31ST DECEMBER 2017 - CITY FUND, CITY'S ESTATE & BRIDGE HOUSE ESTATES**  
Members received a Report of the City Surveyor.
11. **OUTSTANDING LEASE RENEWALS & RENT REVIEWS: 1ST JULY 2017 TO 31ST DECEMBER 2017 - CITY FUND, CITY'S ESTATE AND BRIDGE HOUSE ESTATES**  
Members received a Report of The City Surveyor.
12. **VACANT ACCOMMODATION UPDATE: AS AT 1ST DECEMBER 2017 - CITY FUND, CITY'S ESTATE AND BRIDGE HOUSE ESTATES**  
Members received a Report of The City Surveyor.
13. **BRIDGE HOUSE ESTATES: ANNUAL STRATEGY UPDATE**  
Members considered a Report of The City Surveyor.
14. **BRIDGE HOUSE ESTATES: ELECTRA HOUSE AND TOWER CHAMBERS, 74-92 MOORGATE AND 115-116 LONDON WALL, EC2 - RENT REVIEWS ADDENDUM**  
Members received a Report of The City Surveyor.



15. **BRIDGE HOUSE ESTATES:1/5 LONDON WALL BUILDINGS EC2 - PROPOSED LEASEHOLD DISPOSAL**  
Members received a Report of The City Surveyor.
16. **CITY'S ESTATE: GUILDHALL HOUSE, 85 GRESHAM STREET - GATEWAY 7 OUTCOME REPORT**  
Members considered a Report of The City Surveyor.
17. **CITY'S ESTATE: 35-37 ALFRED PLACE - GATEWAY 7 OUTCOME REPORT**  
Members considered a Report of The City Surveyor.
18. **CITY'S ESTATE: 193 FLEET STREET - GATEWAY 7 OUTCOME REPORT**  
Members considered a Report of The City Surveyor.
19. **CITY'S ESTATE: 14-14A BREWERY ROAD, N7 - RENT REVIEW REPORT**  
Members considered a Report of The City Surveyor.
20. **CITY'S ESTATE: 4TH FLOOR, BOSTON HOUSE, 63-64 NEW BROAD STREET - NEW LETTING REPORT**  
Members considered a Report of The City Surveyor.
21. **CITY'S ESTATE: THE COLLEGE ARMS PUBLIC HOUSE, 18 STORE STREET - NEW LETTING REPORT**  
Members considered a Report of The City Surveyor.
22. **CITY FUND: ANNUAL UPDATE REPORT**  
This Report was deferred.
23. **CITY FUND: 17 FLEET STREET EC4 - NEW LETTING REPORT**  
Members considered a Report of The City Surveyor.
24. **CITY FUND: 4-7 SALISBURY COURT, EC4 - RENT REVIEW**  
Members considered a Report of The City Surveyor.
25. **CITY FUND (SPE): 4/5 BONHILL - RENT REVIEW - CALDERBANK LETTER**  
Members considered a Report of The City Surveyor.
26. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**  
There was one question.
27. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
There were three items of business.

**The meeting ended at 9.20am**

-----

Chairman

**Contact Officer: John Cater**  
**[john.cater@cityoflondon.gov.uk](mailto:john.cater@cityoflondon.gov.uk)**

<b>Committee(s):</b>	<b>Date:</b>
Property Investment Board Corporate Asset Sub (Finance) Committee	14 February 2018 13 February 2018
<b>Subject:</b> City Surveyor's Departmental Quarterly Risk Register Update	<b>Public</b>
<b>Report of:</b> The City Surveyor (CS 037/18)	<b>For Information</b>
<b>Report author:</b> Faith Bowman /John Galvin City Surveyors 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.

The City Surveyor's Department currently has three red risks, and five amber risks. The most significant risks, those categorised as red, are;

- City Bridges: Wanton Damage / Terrorism 16 (Red) (SUR SMT 006)
- City Bridges; Tunnelling for the Thames Tideway Tunnel 16 (Red) 16(SUR SMT 007)
- City Bridges Bridge House Estates substantial vessel strikes 16 (Red) (SUR SMT 016).

The City Bridges risks are owned by the City Surveyor whilst many actions are undertaken by the Department of the Built Environment who provide engineering expertise. Talks are currently ongoing between the City Surveyor's Department and the Department of the Built Environment to improve the management of risks associated with the City Bridges.

A copy of the City Surveyor's Departmental Risk Register has been included as Appendix 1

## 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 Departmental risk register on a quarterly basis.

### **Current Position**

2. The City Surveyor's Department Risk Register currently contains three Red risks and five amber risks.
3. Since the last report to your committee one risk has been reduced and removed from the departmental risk register, and one risk has increased in risk score;

SMT 009 Optimise effectiveness and use of the Oracle Property Management System. This risk has been reduced from (6 Amber ) to (4 Green). Processes are now in place to ensure delivery of objectives and this risk has been removed from the departmental risk register.

SMT 001 A fall in property performance. Increased from ( 8 Amber) to (12 Amber) to better reflect the risks associated with the current market uncertainty.

4. The last assessment of the department's risks was carried out on the 13th December.
5. The City Surveyor was invited by the Audit and Risk Management Committee to attend the informal Risk Challenge Session on 28 November. A useful discussion was had relating to the department's risks and positive feedback was received from this Committee.

### **Conclusion**

6. 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**

The City Surveyor (CS 359/17)

The City Surveyor (CS 472/17)

**John Galvin/ Faith Bowman**  
Business Performance and Improvement

T: 020 7332 3269

E: [john.galvin@cityoflondon.gov.uk](mailto:john.galvin@cityoflondon.gov.uk)

This page is intentionally left blank

# Sur Detailed risk register including completed actions

Report Author: Faith Bowman

Generated on: 25 January 2018



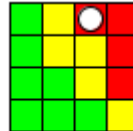


Rows are sorted by Risk Score

Code & Title: SUR SMT SENIOR MANAGEMENT TEAM - (High Level) DEPARTMENT RISKS 8

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>SUR SMT 006</b> <b>City Bridges:</b> <b>Bridge House Estates -</b> <b>Wanton Damage / Terrorism</b>  19-Jun-2017 Paul Wilkinson	<b>Cause:</b> Wanton Damage / Terrorism <b>Event:</b> Collapse or become unusable <b>Impact:</b> Reputational damage, disruption to traffic, additional costs to repair / replace	<div> <div>Likelihood</div> </div> <div> <div>Impact</div> </div>	16	CSD to work with internal partners, particularly DBE to improve ongoing management and communication of actions associated with this risk. This will include - Inspections - Maintenance reports - Areas of concern  City Surveyor met with the Director of DBE on 08/01/18 to progress.  <b>11 Jan 2018</b>	<div> <div>Likelihood</div> </div> <div> <div>Impact</div> </div>	12	31-Mar-2018	          No change

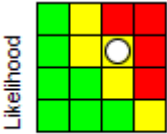
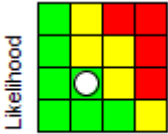

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
SUR SMT 006a Security	Security	There is Police presence but the bridges are located outside the security cordon. Tower Bridge has cameras and security requirements for visitors Temporary mitigation by the Metropolitan Police but not full Hostile Vehicle Mitigation - Ongoing.	Ian Hughes	14-Dec-2017	31-Mar-2018



Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>SUR SMT 007</b> <b>City Bridges:</b> <b>Bridge House</b> <b>Estates -</b> <b>Tunnelling for</b> <b>the Thames</b> <b>Tideway</b> <b>Tunnel</b>  19-Jun-2017 Paul Wilkinson	<b>Cause:</b> Tunnelling for the Thames Tideway Tunnel effects bridge structures <b>Event:</b> Bridge/s become inoperable or have reduced operability <b>Impact:</b> Closure, reputational damage, disruption to traffic, additional costs to repair / replace	 Likelihood	<b>16</b>  Impact	CSD to work with internal partners, particularly DBE to improve ongoing management and communication of actions associated with this risk. This will include - Inspections - Maintenance reports - Areas of concern  City Surveyor met with the Director of DBE on 08/01/18 to progress.  <b>11 Jan 2018</b>	 Likelihood	<b>16</b>  Impact	31-Mar-2018	  No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
SUR SMT 007a Asset protection Agreements	Asset protection Agreements	DBE to negotiate asset protection Agreements in conjunction with Comptroller and City Solicitor.	Paul Monaghan	14-Dec-2017	31-Mar-2018
SUR SMT 007b Reputational Management	Traffic management	DBE to ensure that TFL are aware of potential impacts of bridge closures and suggest that TFL have appropriate contingency plans in place. This will be raised at the next liaison meeting with Thames Tideway staff to progress. This will help mitigate any potential traffic and reputation impacts on the City Corporation.	Paul Monaghan	14-Dec-2017	31-Mar-2018

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
SUR SMT 003a Navigation controls	Navigation controls	Navigation is controlled by the Port of London Authority and navigation lights fixed to bridges. Department of Built Environment to investigate further defences and report back to the City Surveyor.	Paul Monaghan	14-Dec-2017	31-Mar-2018

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>SUR SMT 001</b> <b>A fall in property performance</b>  05-Mar-2015 Nicholas Gill	<p><b>Cause:</b> Unexpected change or unknown impact of macro-economic policy (decision to terminate membership of E.U., change in interest rate, exchange rate, taxation, government policy etc.)</p> <p><b>Event:</b> Business sentiment changes and U.K. / London becomes less attractive to investors / tenants.</p> <p><b>Impact:</b> Business Plan objectives are not achieved with resultant negative impact on income, yields, voids and areas.</p>	 <p>Likelihood</p> <p>Impact</p>	12	<p>The strategy is to maintain a diverse portfolio that reduces the impact of this risk. This includes</p> <ol style="list-style-type: none"> <li>1. Use (office, retail, industrial)</li> <li>2. Location (City, Southwark, West End etc.)</li> <li>3. Tenancies (Long term Headlease geared, FRI, directly managed)</li> <li>4. Covenants (multinationals, SME)</li> <li>5. Asset management (lease renewals, voids, areas, etc)</li> </ol> <p><b>16 Oct 2017</b></p>	 <p>Likelihood</p> <p>Impact</p>	4	31-Mar-2019	  Increased Risk Score

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
SUR SMT 001c Impact of political and economic decisions	Impact of decision to terminate membership of E.U. the General Election and other political and economic decisions	SMT continues to closely monitor the position quarterly, including analysis of market reaction.	Nicholas Gill	14-Dec-2017	31-Mar-2018
SUR SMT 001d Maintain a diverse portfolio	Maintain a diverse mix of space, locations, and tenants to ensure the business has wide market appeal and is not reliant on particular business sector	IPG MT monitors development of property portfolio and tenant mix.	Nicholas Gill	14-Dec-2017	31-Mar-2018

[illegible]

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
SUR SMT 002a Ensure appropriate funding of Repairs & Maintenance	Senior Management Team regularly review budgets.	This includes monies allocated under the Cyclical Works Programme and those from business rates. These items will help address a portion of the ‘bow wave’. Meetings are held regularly to review programmes and bring forward works where required. The team also identifies any shortfalls with the view of making recommendations Members on a case-by-case basis.	Peter Collinson; Peter Young	14-Dec-2017	31-Mar-2018
SUR SMT 002d Operational Property Review	Operational Property Review	Deliver the Operational Property Review in order to ensure efficient and effective property management. Progress releasing assets has been slower than desired. Next steps include challenge sessions between the City Surveyor and Chief Officers as agreed by CASC. These will be undertaken between November and March 2018 as part of the business planning cycle.	Peter Young	14-Dec-2017	31-Mar-2018

SUR SMT 002e Asset Management Plans	Asset management plan	Continue the development of new Asset Management Plans for key properties / sites. This will tie in with the organisation's business planning process. This will look to identify future resource requirements to maintain and improve properties in line with the organisation's forward operational requirements. Assets that are surplus to service requirements will be disposed of to generate additional revenue / receipts and minimise maintenance costs.	Peter Young	14-Dec-2017	31-Mar-2018
----------------------------------------------	-----------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------	-------------	-------------

17-Mar-2015  
Paul Wilkinson

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
SUR SMT 005a	Encourage CoL to adapt and change the approach to	Independent report will be presented to City Surveyor's and to HR in the middle of January.	Paul Wilkinson	14-Dec-	30-Apr-

Adopt and Change Approach	Reward and Earnings Package	Recommendations to be developed.		2017	2018
SUR SMT 005b Develop Workforce Plan	Establish strategies specific to the department that have a particular focus on talent management, reward and retention	Recently approved flexibility in market forces supplement will be applied where appropriate.	Paul Wilkinson	14-Dec-2017	31-Mar-2018
SUR SMT 005c Outsource work	Outsource work activities that cannot be done in- house	Consider work that will have to be outsourced due to lack of in-house expertise.	Paul Wilkinson	14-Dec-2017	31-Mar-2018

[illegible]

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
SUR SMT 004b Corporate Asset Management control of operational property	Asset Management Service Based Review	Review commenced. Scope of review agreed by SAM Programme Board. Recruitment of replacement Project Manager and Business Analyst still underway. Chief Officers attended workshops and engaged.	Peter Young	14-Dec-2017	30-Jun-2018



SUR SMT 004c Rationalising of FM service	Reduce staffing budget	Guildhall FM Team transfer to Operations Group was completed in October 2017. Continue to progress reviews of FM services and staffing requirements. Recruitment to posts where gaps in capacity are identified.	Peter Collinson	14-Dec-2017	31-Mar-2018
------------------------------------------------	------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------	-------------	-------------

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
SUR SMT 003b Monitor costs	Have a separate Profit and Loss account for Guildhall event spaces	Corporate Finance team is 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). This report will be presented to Finance Committee in December.	John James	14-Dec-2017	31-Mar-2018
SUR SMT 003d BRM2 Savings	BRM2 Savings	Asset verification is in process to give true picture of the cost of building repairs and maintenance at the Guildhall complex. Thereafter the identification of savings can be	Peter Collinson	14-Dec-2017	31-Mar-2018

		progressed.			
SUR SMT 003e Efficiency Reviews	Energy Reviews	Three reviews are currently on-going and are at different stages. These include Security Review (including 67 recommendations), Cleaning Review (implementation) and the Energy Reduction Action Plan (implementation of the AECOM recommendations). Update report to be developed for Q4.	Peter Young	14-Dec-2017	31-Mar-2018



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank