



Corporate Asset Sub (Finance) Committee

Date: WEDNESDAY, 25 SEPTEMBER 2019

Time: 1.45 pm

Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Deputy Jamie Ingham Clark (Chairman)
Dominic Christian (Deputy Chairman)
Randall Anderson
Nicholas Bensted-Smith
John Chapman
Marianne Fredericks
Alderman Alison Gowman
Michael Hudson
Deputy Wendy Hyde
Deputy Edward Lord
Jeremy Mayhew
Deputy Joyce Nash
James de Sausmarez
Deputy Philip Woodhouse

Enquiries: Chris Rumbles
chris.rumbles@cityoflondon.gov.uk

Lunch will be served for Members in the Guildhall Club at 1pm

NB: Part of the meeting may be subject to audio visual 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 summary of the meeting held on 11th July 2019.
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. **ASSET MANAGEMENT SERVICE BASED REVIEW - UPDATE REPORT**
Report of Assistant Town Clerk and City Surveyor.
For Information
(Pages 11 - 18)
7. **CYCLICAL WORKS PROGRAMME (CWP) - PROPOSAL FOR 2020-21**
Report of the City Surveyor.
For Decision
(Pages 19 - 24)
8. **ENERGY PERFORMANCE REPORT 2019/20 QUARTER 1**
Report of the City Surveyor.
For Information
(Pages 25 - 36)
9. **CITY SURVEYOR'S DEPARTMENTAL RISK REGISTER UPDATE**
Report of the City Surveyor.
For Information
(Pages 37 - 40)
10. **BUSINESS PLAN 2019-24: QUARTER 1 2019/20**
Report of the City Surveyor.
For Information
(Pages 41 - 46)

11. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
13. **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 the Schedule 12A of the Local Government Act.

Part 2 - Non-Public Agenda

14. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 11th July 2019.

For Decision
(Pages 47 - 52)
15. **OUTSTANDING ACTIONS FROM NON-PUBLIC MINUTES OF PREVIOUS MEETINGS**
Report of the Town Clerk.

For Information
(Pages 53 - 56)
16. **SECURITY UPDATE**
Verbal of the City Surveyor.

For Information
17. **65 BASINGHALL STREET & FORMER GUILDHALL STAFF CAR PARK: ALLOCATION FOR CITY OF LONDON POLICE USE (TO FOLLOW)**
Report of the City Surveyor.

For Decision
18. **COMBINED HEAT AND POWER SYSTEM - FEES FOR COMMERCIAL NEGOTIATIONS**
Report of the City Surveyor.

For Decision
(Pages 57 - 60)
19. **GUILDHALL WORKPLACE UTILISATION PROGRAMME - SMART WORKING UPDATE REPORT**
Report of the City Surveyor.

For Decision
(Pages 61 - 66)

20. **ST LAWRENCE JEWRY CHURCH UPDATE - ISSUE REPORT**
Report of the City Surveyor.

For Decision
(Pages 67 - 72)

21. **OPERATIONAL PROPERTY PORTFOLIO - ANNUAL REPORT 2019**
Report of the City Surveyor.

For Information
(Pages 73 - 78)

22. **OPERATIONAL PROPERTY REVIEW - PROGRESS REPORT**
Report of the City Surveyor.

For Decision
(Pages 79 - 86)

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

For Information
(Pages 87 - 88)

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

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

CORPORATE ASSET SUB (FINANCE) COMMITTEE **Thursday, 11 July 2019**

Minutes of the meeting of the Corporate Asset Sub (Finance) Committee held at Committee Room 2 - 2nd Floor West Wing, Guildhall on Thursday, 11 July 2019 at 1.45 pm

Present

Members:

Deputy Jamie Ingham Clark (Chairman)
Dominic Christian (Deputy Chairman)
Randall Anderson
Nicholas Bensted-Smith
John Chapman
Marianne Fredericks
Alderman Alison Gowman
Deputy Edward Lord
Jeremy Mayhew
Deputy Joyce Nash
Deputy Philip Woodhouse

Officers:

Steven Bage	- City Surveyor's Department
Christopher Bell	- Chamberlain's Department
Paul Friend	- City Surveyor's Department
Dianne Merrifield	- Chamberlain's Department
Martin Newton	- Town Clerk's Department
James Rooke	- City Surveyor's Department
Chris Rumbles	- Town Clerk's Department
Paul Wilkinson	- City Surveyor
Peter Young	- City Surveyor's Department

1. CHAIRMAN'S STATEMENT

The Chairman welcomed Deputy Joyce Nash and Deputy Edward Lord (the latter replacing Christopher Hayward as a Property Investment Board appointee) to their first meetings and commented that a briefing session would be held for them and James de Sausmarez immediately prior to the Sub Committee's meeting in September.

Members also noted that on the rising of the Sub Committee an informal meeting with Establishment Committee members would take place to discuss smarter working and accommodation and the new ways of working project.

The Sub Committee noted that the report on major works maintenance forecasting and gap funding (item 13) would be moved into the public section of

the agenda and considered after item 6. The appendices to item 13 would remain in the non-public section of the agenda.

2. **APOLOGIES**

Apologies were received from Michael Hudson, Deputy Wendy Hyde and James de Sausmarez.

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

Alderman Alison Gowman declared an interest in item 3 (Minutes of previous meeting) and the Power Purchase Agreement for offsite renewable energy insofar as her employer, DLA Piper UK, had provided advice to the CoL on this matter.

4. **MINUTES**

RESOLVED – That the public minutes and non-public summary of the previous meeting held on 5 June 2019 be approved as an accurate record.

5. **OUTSTANDING PUBLIC ACTIONS FROM PREVIOUS MEETINGS**

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

The Chairman asked that the column providing details on 'completion / progress to next stage' be populated for future reports.

It was noted that action P01/2019 on Mansion House external cleaning was now on hold pending the fundamental review and could be removed from the list.

Officers undertook to confirm the Guildhall baby changing facility location and a proposed date for the future report on the audit on accessible environments.

RECEIVED.

6. **WORK PROGRAMME FOR FUTURE MEETINGS**

The Sub-Committee considered a joint report of the Town Clerk and City Surveyor which provided information of the work programme for future meetings.

The Chairman asked that the future work programme indicates when the Sub Committee would receive a written update paper on Citigen.

RECEIVED.

7. **GUILDHALL AND WALBROOK WHARF - MAJOR WORKS AND PRIORITISATION UPDATE**

Members considered the City Surveyor's report on Guildhall and Walbrook Wharf – major works and prioritisation update.

It was noted during discussion that the forthcoming Resource Allocation Sub Committee away day discussions would be likely to provide some clarity on corporate future funding and prioritisation options.

RESOLVED – That

- a) approval be given to the current prioritisation of major projects that are recommended to proceed set out in Appendix 1, with an estimated project value of £17.59m, subject to any fundamental review considerations, with one project deferred;
- b) a decision be deferred at this stage on the future major projects 1 to 7 set out in Appendix 2 with a combined value of £10.52m;
- c) it be noted that if the Annual Capital Bid process for those projects referred to in b) is approved, the schemes set out in Appendix 2 will compete against other corporate bids prior to receiving approved funding to proceed; and
- d) Schemes 8 to 31 in Appendix 2, with an estimated project cost of £48.74m (excluding risk) and which are still deemed essential but have been prioritised lower, also be deferred at this stage and considered in future years.

8. MAJOR WORKS MAINTENANCE FORECASTING AND GAP FUNDING - OPERATIONAL PROPERTY PORTFOLIO

The City Surveyor reported on major works maintenance forecasting and gap funding - operational property portfolio.

A Member raised the matter of sustainable buildings and zero carbon emissions and the City Surveyor undertook to bring these concerns to the attention of the project group.

RESOLVED – That

- a) the Sub Committee notes the potential funding requirement for the prioritised major works maintenance across the operational estate due from 2020/2021, and within the next 5 years, and that this requirement will be subject to future prioritisation and the subsequent Annual Capital Bid Process;
- b) approval be given in principle to a major works maintenance bid for the LMA, at an estimated sum of £3.22m, which will be subject to the Annual Capital Bid Process this year and the fundamental review;
- c) a further report on CWP minor works maintenance be submitted to the Sub Committee in the Autumn this year; and

- d) the requirement for a strategy of rationalisation of the operational estate, to help reduce the potential running costs including maintenance liability going forward, be reaffirmed.

9. **PROJECT PIPELINE**

The City Surveyor gave an oral report on the energy projects pipeline based on a visual slide presentation to the Sub Committee.

Marianne Fredericks joined the meeting during consideration of this item (2.08pm)

Members noted that a paper for phase 1 would be presented to the Projects and Resource Allocation Sub Committees.

The Town Clerk undertook to circulate by email the presentation slides shown to Members.

RECEIVED.

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

There were no questions.

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

There was one urgent public item as set out below.

12. **REQUEST FOR DELEGATED AUTHORITY - AMENDMENT TO THE SUB-COMMITTEE'S TERMS OF REFERENCE**

With the approval of the Chairman, the Sub Committee considered a late paper of the Town Clerk on a request for delegated authority to propose an amendment to the Sub Committee's terms of reference providing for scrutiny and strategic oversight for security issues across the Corporation's operational property portfolio.

Following discussion, during which Members requested and the Chairman undertook to ensure that the Town Clerk's personal input was sought in the progressing of the proposed amendment, it was

RESOLVED – That

- a) subject to the Town Clerk's personal input into the proposed wording, authority be delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Corporate Asset Sub Committee, to finalise and propose an amendment to the Sub Committee terms of reference, which outlines CASC's role in scrutinising and providing strategic oversight for security issues across the Corporation's operational property portfolio; and
- b) once agreed, this amendment be submitted to the Finance Committee for final approval.

13. **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 remaining 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.
14. **NON-PUBLIC MINUTES**
RESOLVED – That the non-public minutes of the previous meeting held on 5 June 2019 be approved as an accurate record.
15. **OUTSTANDING NON PUBLIC ACTIONS FROM PREVIOUS MEETINGS**
The Sub-Committee noted a report of the Town Clerk which provided information of outstanding actions from previous meetings.
16. **MAJOR WORKS MAINTENANCE FORECASTING AND GAP FUNDING - OPERATIONAL PROPERTY PORTFOLIO**
Members noted the appendices to the earlier public report of the City Surveyor on major works maintenance forecasting and gap funding – operational property portfolio.
17. **WALBROOK WHARF DEPOT - REPLACEMENT OF MECHANICAL AND ELECTRICAL SERVICES - GATEWAY 2**
The City Surveyor reported on the replacement of mechanical and electrical services at Walbrook Wharf Depot — Gateway 2.
18. **DISPOSAL OF CITY FUND HIGHWAY LAND - THE DENIZEN, 43 GOLDEN LANE**
The Sub Committee had before them the report of the City Surveyor on the disposal of highway land at 43 Golden Lane, EC1.
19. **REQUEST FOR DELEGATED AUTHORITY - ACCOMMODATION AND WAYS OF WORKING - VACATION OF WALBROOK WHARF REPORT - GATEWAY 5**
The City Surveyor submitted a paper relating to vacation of Walbrook Wharf, accommodation and ways of working — Gateway 5.
20. **REQUEST FOR DELEGATED AUTHORITY - GUILDHALL EVENT CHAIRS - GATEWAY 5**
The City Surveyor reported to members on the acquisition of Guildhall event chairs.
21. **DELEGATED AUTHORITY - APPROVAL OF RECOMMENDED DISPOSAL OFFERS - WOOD STREET AND SNOW HILL POLICE STATIONS**
The City Surveyor reported on the request for delegated authority for approval of recommended disposal offers for Wood Street and Snow Hill Police Stations.

22. CITY OF LONDON POLICE - RELOCATION OF JOINT COMMAND AND CONTROL ROOM (JCCR)

The City Surveyor provided an oral report on the relocation of the City of London Police Joint Command and Control Room (JCCR).

23. CITIGEN UPDATE

The City Surveyor provided an oral update on Citigen.

24. ACTION TAKEN BETWEEN MEETINGS

The Sub Committee had before it the report of the Town Clerk on action taken between meetings.

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

There were no questions.

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

There were no items of urgent business.

The meeting ended at 2.53 pm

Chairman

Contact Officer: Martin Newton
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Corporate Asset Sub-Committee – Carry Forward Public Actions

	Date	Item and Action	Officer responsible	To be completed/ progressed to next stage	Progress update
P04/2019	04.04.19	<u>Inadequate Baby Changing Facilities at Guildhall</u>	Dorian Price	25.09.19	COMPLETE: New baby changing facility installed 6 June 2019. Located in West Wing lower ground floor Accessible Toilet.
P05/2019 Page 7	05.06.19	<u>Sub Committee Terms of Reference</u>	Peter Young	At time of AMSBR amendments to terms of reference	ONGONG Officers to report back on whether the terms of reference provide for advising on all bids for Heritage Lottery funding – noted that any clarification of Sub Committee terms of reference could be made at time of other future amendments arising from outcome of AMSBR. Consideration being given to CASCs continued role in grant opportunities in the future in light of the Fundamental Review.
P06/2019	05.06.19	<u>Audit on Accessible Environments</u> <u>UPDATE</u> 1. Centre for Accessible Environments completed their access audit (June 2019) for the external areas of the Guildhall complex. A report has now been provided (July 2019)	Dorian Price	25.09.19	ONGOING Confirmation awaited from officers of submission date of report covering audit on accessible environments. The Sub Committee asked that more regular planned audits be introduced to identify problem areas such as highlighted with baby

Corporate Asset Sub-Committee – Carry Forward Public Actions

Page 8		<p>that highlights 3 areas;</p> <ol style="list-style-type: none"> a. Signage and Wayfinding b. Facilities Management and housekeeping c. Disability equality and awareness <p>2. A programme of works to survey and review all Guildhall automated doors has been undertaken during July. Remedial works have been carried out to any doors with faults in order to comply with DDA and maintain systems.</p> <p>3. A review of the accessible toilets in the Guildhall Complex was completed in April 2019 to ensure they meet compliance and they are fit for purpose. Any works that have been identified as required have been actioned and will be completed as soon as reasonably practical.</p>			<p>changing facilities (see above).</p> <p>City Surveyor to provide a Guildhall Accessible update report to November 2019 Corporate Asset Sub-committee.</p>
P07/2019	05.06.19	<u>Water Leak at Parliament Hill Fields Lido</u>	Chris Hartwell	07.11.19	<p>ONGOING</p> <p>Work progress to be reported in the quarter 2 update paper scheduled for consideration at the November 2019 meeting.</p> <p>On target for an update at Corporate Asset Sub-committee meeting November 2019.</p>

Corporate Asset Sub-Committee –Work Programme September 2019 - July 2020

COMMITTEE DATE	25/09/2019	07/11/2019	29/01/2020	01/04/2020	03/06/2020	22/07/2020
SUSTAINABLE MANAGEMENT OF THE CORPORATION'S OPERATIONAL PROPERTY PORTFOLIO						
Corporate Property Asset Management Strategy	Asset Management SBR Progress update report	Corporate Property Asset Management Strategy 2019-23 report			Asset Management SBR final report	
City Surveyor's Business Plan	Business Plan 2019/20 Q1 outcome report	Guildhall Budget Performance 2019/20 update report	Business Plan 2019/20 Q2 outcome report	Business Plan 2019/20 Q3 outcome report Business Plan 2020/25	Business Plan 2019/20 Q4 outcome report	
City Surveyor's Risk Register	Risk Register 2019/20 Q1 report		Risk Register 2019/20 Q2 report	Risk Register 2019/20 Q3 report	Risk Register 2019/20 Q4 report	
Facilities Management		Corporate FM update				Corporate FM update
Portfolio management information			Annual report on Operational Property Portfolio			
Operational Property Review <i>(note individual assets will be reported as declared surplus by service committees) and other disposals</i>						
UPKEEP, MAINTENANCE AND FURNISHING OF OPERATIONAL PROPERTIES NOT WITHIN THE REMIT OF ANOTHER SERVICE COMMITTEE						
		CWP Q1 / 2 Progress report 2019/20 Capital Cap update Barbican and GSMD			CWP Q3 / 4 Progress report 2019/20	
TO MONITOR MAJOR CAPITAL PROJECTS RELATING TO OPERATIONAL ASSETS						
		Gateway 3 / 4 sub-metering report Gateway 5 Walbrook Wharf Electrical Infrastructure report Audit on Accessibility report				

COMMITTEE DATE	25/09/2019	07/11/2019	29/01/2020	01/04/2020	03/06/2020	22/07/2020
RECOMMENDING THE ANNUAL PROGRAMME OF REPAIR AND MAINTENANCE WORKS						
	CWP Bid report 2020/21					
RESPONSIBILITY FOR STRATEGIES, PERFORMANCE AND MONITORING INITIATIVES IN RELATION TO ENERGY						
	Citigen update report Energy Performance 2019/20 Q1 report Energy Projects update	Citigen update report	Citigen update report Energy Performance 2019/20 Q2 report Energy Projects update	Citigen update report Energy Performance 2019/20 Q3 report	Citigen update report Energy Projects update	Citigen update report Energy Performance 2019/20 Q4 report
MONITORING AND ADVISING ON BIDS FOR HERITAGE LOTTERY FUNDING						
		Guildhall Conservation Management Plan New National Lottery Funding Approach report	Heritage Estate Review			

Peter Young / Elizabeth Graham
August 2019

Committee(s) Corporate Assets Sub Committee - For information	Date(s): 25/09/19
Subject: Asset Management Service Based Review – Update Report	Public
Report of: Assistant Town Clerk and City Surveyor	For Information
Report author: Richard Grass, Programme Lead, Asset Management Service Based Review	

Summary

This report updates Committee on progress with implementation of the Asset Management Service Based Review (AM SBR) following approval of the 17 recommendations in January 2019 and funding for the 12 month appointment of Programme Management resource in April 2019.

Following establishment of the officer Operational Property Change Board (OPCB) in May 2019 and approval of a detailed project plan, the Programme has experienced some challenges in establishing a clear baseline of asset management activity across the organisation. However, this is now complete and has not limited progress being made towards implementation of the higher priority recommendations. Proposed changes to Committee Terms of Reference (both CAsC and other committees) is expected to be endorsed by officers at the OPCB on 26th September and will come to this Committee for approval later in the year.

The report to OPCB on 26th September will also outline the proposed improvements to the operating model for Asset Management including changes to the team structure within Corporate Property Group in City Surveyors, enhanced job descriptions for asset management roles within Departments, the development of Quality Management Statements for key asset management activities, and operating agreements between City Surveyors and Departments.

The case for procuring a single supplier call off contract for professional advisory services to support the operating model is still being tested through a detailed review of current 3rd party delivered work and future pipeline, with recommendation to be made in the OPCB report.

Work on some lower priority tasks and outputs has been profiled for later in the programme including the development of a core suite of performance reports for the

operational portfolio, recommendations on a replacement system for OPN, the movement of some income lines from local to central risk and proposals to improve the quality of Forward Maintenance Plans. A further update will be submitted to this Committee prior to the end of the funded period of the Programme.

Recommendations

The Committee is asked to note progress with implementation of the recommendations of the Asset Management Service Based Review and the potential impact from the Fundamental Review and decisions to be made later this year.

Main Report

Background

1. Following initial review by Strategic Resources Group and Summit Group in November 2018, Finance Committee and this Committee approved 17 recommendations in January 2019 to improve Committee Governance, Corporate Policies and Controls, Data Management, Strategic Asset Planning, Property Management processes, Compliance Responsibilities and Delivery of Major Asset Related Projects to advance the effectiveness of the way the operational portfolio is actively managed.

2. A budget of £213k from Transformation Fund was approved in April 2019 for the 12-month appointment of two consultants as Programme Lead and Departmental Seconded to lead implementation of the review.

Progress to Date

3. Progress on the next steps as referenced in the April 19 report is as follows:

- Appointment of an external Programme Manager and Operational Department Support Manager following approval to the Transformation Fund – **achieved**
- Establishment of the new officer Operational Property Change Board (OPCB) with delegated responsibility to implement the approved recommendations from the Asset Management Service Based Review and provide a central officer group with focus on the proactive asset management of the operational property portfolio – **achieved**
- Amendment to the terms of reference and reporting lines of other committees into CAsC i.e. service committees undertaking asset management activities where necessary to ensure delivery of recommendations across the operational property portfolio – **to OPCB for final endorsement on 26th September. Projected to be submitted to this Committee and Finance Committee (via Summit Group) for approval in November or December 2019.**

4. Further progress has also been made in the following areas:

- A detailed Project Implementation Plan has been approved defining workstreams, activities, milestones and deliverables mapping to all previously approved recommendations.
- The baselining exercise is now complete via consultation with City Surveyors and Departments to establish current Asset Management activity, FTE involved, processes, service delivery approach and cost of service. (progress on this was delayed beyond the target deadline of end of June due to challenges in scheduling meetings and delays in obtaining some of the required information from Departments)
- An assessment of current supply chain activity, contracts and asset management opportunities across the operational portfolio has been undertaken to inform the case for procuring a single supplier call off contract for a range of professional and advisory property services.
- A review of job and role descriptions for staff involved in asset management activity across the operational estate, with a view to clarifying responsibilities and reporting lines and filling key activity gaps.
- Draft Operating Agreements (between City Surveyors and Departments) and a suite of Corporate Quality Management Statements (QMS) defining responsibilities and processes for key asset management activities have been issued to OPCB members for consultation.
- An assessment of current data systems architecture for Operational Property asset management and data management processes, to inform options for future consolidation and the potential replacement of OPN with an alternative system.

A summary of the RAG status of all recommendations and explanations where appropriate for Amber or Red is attached in Appendix 1.

Risk and Issues

5. The implications of Fundamental Review decision on the AM SBR recommendation implementation are not fully known at this stage; there is a risk that it will result in a reduction in resources for Asset Management activity and funds available to deliver asset management opportunities across the Corporation , resetting the scope and ambition of the review and limiting what can be achieved through the recommendations of AM SBR in driving a more efficient and sustainable portfolio. Even if this is the outcome however, the direction of travel remains positive as this review will support better corporate decision making and management of the City's diverse operational property portfolio.

Next Steps

6. A progress report will be submitted to OPCB on the 26th September with a summary of recommendations for revisions to the current Operating Model for Asset Management incorporating:

- Revised roles for Asset Managers and Departmental staff, and direct reporting line into City Surveyors for AM activities – with cost and timeline to implement
- Recommended scope of services and procurement approach for call off framework for transactional and professional advisory services across the Operational Estate with central account management.
- Operating Agreements between CSD and client Departments for Asset Management clarifying role and responsibilities
- Corporate Quality Management Statements for priority Asset Management activities and processes.

7. A business case will follow to Strategic Resources Group (SRG) and Summit Group in December 2019 following Fundamental Review setting out detailed proposals for new organisational arrangements.

Budget Position

8. Up to end of August 2019 total spend was £63,537 excl. VAT representing circa 30% of available budget.

Summary

9. Good progress is being made following approval of the AM SBR recommendations, The review is broadly on programme and within budget forecast profile. The most significant risk concerns the impact of the Fundamental Review which is not yet known. However, the direction of travel is positive and continues to support the more efficient and effective better management of the City's operational property portfolio.

Appendices

Appendix 1 – RAG status of AM SBR recommendations

Richard Grass

Programme Lead – Asset Management – Service Based Review

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Recommendations RAG Assessment

Key

R	High risk of recommendation not being delivered
A	Medium risk of recommendation not being delivered, or delivered significantly after March 2020.
G	Low risk of recommendation not being delivered by March 2020

	Recommendation	Delivery RAG Status	Comment
1	Town Clerk’s department to propose enhancement of the Terms of Reference of CAsC to assist its role in overseeing operational estate matters	G	
2	Town Clerk’s department to revise Officer Scheme of Delegations to reflect changes as outlined above and approved by committee/s. required	G	
3	City Surveyor’s department and Operational Departments to draft, agree and adopt new operating agreements confirming asset management /property roles, responsibilities and functional reporting.	G	
4	City Surveyor’s department to create brief of professional services required and in consultation with City Procurement tender for a call off agreement to support capacity to deliver the asset management services as provided in the new operating procedures, asset management plans and service agreements above	A	Case for call off agreement as part of Operating Model is subject to testing of likely work volumes, including current non contracted activity and future pipeline generated through more active asset management or service changes emerging from Fundamental Review.
5	City Surveyor’s department and HR to update job descriptions for those responsible for asset management in departments, as provided in the operating procedures and operating agreements and reorganise to best align with the External Asset Management Partner recommendation.	A	Delay in identifying all staff due to Dept time constraints and challenge in defining exactly what is within scope of asset management across diverse Departments
6	City Surveyor’s department and HR to identify all operational department staff with an asset management responsibility and create a property functional reporting line to City Surveyor’s department via relevant Department Chief Officer.	A	Delay in identifying all staff due to Dept time constraints and challenge in defining exactly what is within scope of asset management across diverse Departments
7	Operational Departments to be responsible for reporting routinely the management (including arrears) of third-party interests to CAsC as well as their service committee.	G	
8	City Surveyor’s department and Operational Departments to draft, agree and adopt new ‘operating procedures’ manuals concerning strategic asset management.	G	
9	City Surveyor and operational departments to review with the Chamberlain a mechanism to change current collection and allocation of income to departmental central risk i.e. as with investment property rents and arrears except for local risk income conceived and generated by service-based initiatives linked to relevant assets.	G	
10	City Surveyor’s department to consolidate data changes and systems management of building data into City Surveyor’s department	G	

11	City Surveyor's department to instigate a new project to identify and deliver better asset management information to support financial sustainability across the operational estate	G	
12	City Surveyor's department to work with and support the Chamberlain and Investment Property Group to identify a replacement system for OPN that meets the objectives of not just the investment, but also operational estate.	G	
13	City Surveyor's department to work with Town Clerks to better integrate Standing Orders concerning asset management into the annual business planning process	G	
14	City Surveyor's department with support of Operational Departments to continue to develop Asset Management Plans across all the operational estate requiring regular review meetings with service departments.	G	
15	City Surveyor's department (and operational departments where not managed directly by City Surveyor) to update and enhance Forward Maintenance Plans, regularly report on "bow wave" of deferred expenditure and seek approval to additional resources where required	G	
16	City Surveyor's department to undertake utilisation surveys across the operational estate, identifying key assets for opportunities for rationalisation/ disposal or alternative use, seeking approval to additional resources where necessary.	R	No justification for defined programme of surveys. Needs will be identified through asset challenge process or as part of business case justification for moves or service expansion.
17	City Surveyor's department to continue to implement the Guildhall Workplace strategy programme through support of dedicated and now appointed Workplace Manager	G	

Committee(s): Corporate Asset Sub Committee	Date: 25 th September 2019
Subject: Cyclical Works Programme (CWP) - Proposal for 2020-21	Public
Report of: City Surveyor CS: 362/19	For Decision
Report author: Alison Bunn – Head of Facilities Management	

Summary

This report sets out a draft programme of work for 2020/21 in priority order for cyclical repairs and maintenance of the operational property portfolio (circa 600 properties) including the Barbican Centre and Guildhall School of Music & Drama but excluding the three independent schools, Spitalfields and Billingsgate markets and the Police which have alternative funding mechanisms as set out in paragraph three and five below.

These proposed works are required to help maintain the operational properties to a fair to good standard as outlined in the Corporate Asset Management Strategy. The information to create the bid list has been taken from the Forward Maintenance Plans which are reviewed and updated annually for each property.

The bid list has been split into two areas; the Actual List (above the red line) that includes the highest priority projects and a Reserve List (below the red line) which includes those projects that should ideally be undertaken but due to limited budgets does not form part of the actual bid list.

The total estimated cost of the work in the Actual List on the appendix schedules is £11.8m. The proposed programme of work is within the £11.8m assumption made in the Medium-Term Financial Forecast. Resource Allocation Sub-Committee approval for the programme resources will be sought in January 2020.

The total estimated cost of the work on the Reserve List is £25.4m.

Projects from the Reserve List will be promoted to the Actual List if savings are found during the lifetime of the programme. Any projects in the reserve list will form part of the following years bid list and will be assessed on their risk to the property and whether it not being completed increases that risk to the deterioration of the condition of the property.

Recommendation

Members are asked to:

- review the attached appendix schedules and approve the recommended works in the Actual List to the value of £11.8m as essential and should be prioritised as proposed;
- review the attached appendix schedules and approve the list of projects in the Reserve List to the value of £25.4m as works that are essential, but funding does not exist and will be promoted should savings from the Actual List projects arise;
- agree the final proposed programme of works be submitted for approval of funding at the meeting of the Resource Allocation Sub-Committee in January 2020;
- approve that where projects on the Actual List are delivered at a saving or do not proceed for any reason that the funding be reallocated by the CWP Peer Review Group to undertake projects from the approved Reserve list and then report to this committee at the next progress report.

Background

1. The Cyclical Works Programme (CWP) commenced in April 2017 after agreement that it would replace the Additional Works Programme (AWP) due to the inclusion of the Barbican Centre and Guildhall School of Music and Drama; the AWP had been operating since October 2008. The CWP allows the City to keep its operational property in good condition and to address the backlog of deferred maintenance within the portfolio.
2. Each year Members are presented with a draft schedule of prioritised works for review and agreement before being submitted to the meeting of the Resource Allocation Sub-Committee in January the following year.
3. The CWP does not include the three independent schools, Spitalfields Market Billingsgate market and the Police Sites excluding Guildhall Yard East which have a variety of alternative funding mechanisms through repairs and maintenance funds and reserves, which are used to fund cyclical works, over and above their local risk reactive repairs and maintenance budgets.
4. During the last 6 months Officers have been working together to create the bid list for the CWP from items in the Forward Maintenance Plans.
5. All projects which are individually valued over £250,000 or form a group of related works that when combined are over £250,000, have been excluded from the CWP. The capital works for 20/21 were presented to this Committee in July and will now be taken through the Gateway Process under the governance of the Projects Sub Committee at the required time, subject to a budget being available.

6. The CWP will be delivered over a three year period, with individual projects programmed according to a number of factors including season (e.g. external decorating is best programmed for better weather months), operational requirements, design, other adjustment with any major projects, specification and procurement lead times and manufacturers/contractors delivery forecasts.

Current Position

7. Actual and Reserve lists have been prepared for works required in 2020/21. These are attached in Appendices A, B and C and are separated into City Fund, City's Cash and Guildhall Complex.
8. The list has been split into two elements:
 - The Actual list which includes projects that are classed as essential and have been prioritised accordingly
 - The Reserve list which includes projects that should also be undertaken to help keep the property in a "good safe and statutory compliant" condition, but have less immediate reputational, financial and operational impact and risk to operations. Due to budgetary constraints these are not likely to be funded in 2020/21 unless savings can be found and thus will be deferred into the "Backlog" of operational portfolio cyclical maintenance
9. The project prioritisation model developed for the CWP has been applied to projects identified from forward cyclical maintenance/replacement plans of the Barbican Centre, the Guildhall School of Music and Drama and the operational properties under the City Surveyors management.
10. Essential Projects for consideration to include in the bid list are ranked in order of priority according to the following criteria and scoring mechanism.
 - Health, Safety, Security & Equality (weighting 5)
 - Asset Performance including energy efficiency (weighting 5)
 - COL Reputational (weighting 4)
 - Maintaining Income Stream (weighting 4)
 - Client Feedback (weighting 2)
11. This year Equality has been added to the priorities under the Health, Safety and Security heading this means those projects that will assist groups with protected characteristics are scored on a higher basis and therefore more likely to be within the actual list. The new updated scoring matrix is included at Appendix E.
12. The CWP PRG, chaired by the Head of Finance Property Services, has met twice to consider the draft prioritisation of projects across all Departments. The panel has provided a "sense check" to ensure that the prioritisation ranking reflected in the Prioritisation model has been rigorously and consistently applied

and that the outcomes in terms of prioritisation align to the City's strategic aims and objectives.

13. The Reserve list is prioritised and therefore if savings have been achieved the CWP Peer Review Panel will assess the projects in order to determine which projects will be taken forward.
14. The CWP PRG confirmed that, based on the draft overall CWP prioritised project list, and the provisional 2020/21 funding envelope for the CWP allowed for in the Medium-Term Financial Strategy, that they were of sufficient priority to be recommended for advanced approval. That remains to be the case now and the overall prioritised project list for the 2020/21 CWP has been prepared, considered by the CWP PRG and recommended for approval by Members.
15. At the request of the Director of Open Spaces the draft programmes were presented to Hampstead Heath Highgate Wood and Queens Park Committee, Epping Forest and Commons Committee and Open Spaces City Gardens and West Ham Park Committee during June/July 2019.
16. The draft programme was also forwarded to Chief Officers for consultation, review, and impact on their operational service needs. Comments, where received have been considered by the CWP PRG and any changes of priority have been incorporated into the schedules.
17. The Actual List funding is split as follows:

City Fund -	£4,783,400
City Cash -	£6,174,000
Guildhall Complex -	£842,500
Total -	£11,799,900

The Guildhall Complex has been funded by £625,900 from City's Cash and £216,600 from City's Fund.

Corporate and Strategic Implications

18. The proposals in this list support the theme "Protects, promotes and enhances our environment" within the City Together Strategy.
19. The CWP 2020/21 aims to continue to adopt a corporate wide approach to prioritisation of cyclical repairs and maintenance across the City's operational property portfolio.

Implications

20. The proposed CWP programme for 2020/21 is within the £11.8m assumptions made within the Medium-Term Financial Strategy. The assumed funding envelope for the City Cash CWP projects in the 2020/21 bid included within the medium-term financial strategy is £6.8m and for City Fund CWP projects is £5m. Resource Allocation Sub-Committee approval for the programme resources will be sought in January 2020.

Conclusion

21. The proposed programme for 2020/21 presents a further opportunity to continue to contribute to the maintenance of the City's operational asset portfolio.

Appendices

- Appendix A City's Cash Schedule of works
- Appendix B City Fund Schedule of works
- Appendix C Guildhall Complex Schedule of works
- Appendix D How and where has the money been invested
- Appendix E Updated Scoring Matrix

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Committee:	Dated:
Corporate Asset Sub-Committee (CASC)	August 2019
Subject: 2019/20 Quarter 1 Energy Performance Report	Public
Report of: The City Surveyor	For Information
Report author: James Rooke, Assistant Director, Energy & Sustainability	

SUMMARY

This report presents the 2019/20 Quarter 1 Energy Performance Report with results and commentary for the year-on-year and long-term performance for CoL operational sites.

The weather corrected energy consumption decreased 2.0% over Q1 of 2019/20 compared to 2018/19. Smithfields Market was the main contributor to the energy reduction, supported by reductions at Guildhall Complex, Central Criminal Court, and Milton Court.

The annual performance up to Q1 2019/20 indicates a 18.7% reduction in absolute energy consumption, translating to a 16.3% reduction when corrected for the weather against the 2008/09 baseline.

The report also includes position updates on energy projects, power purchase agreements, Citigen negotiations and an additional carbon measurement metric.

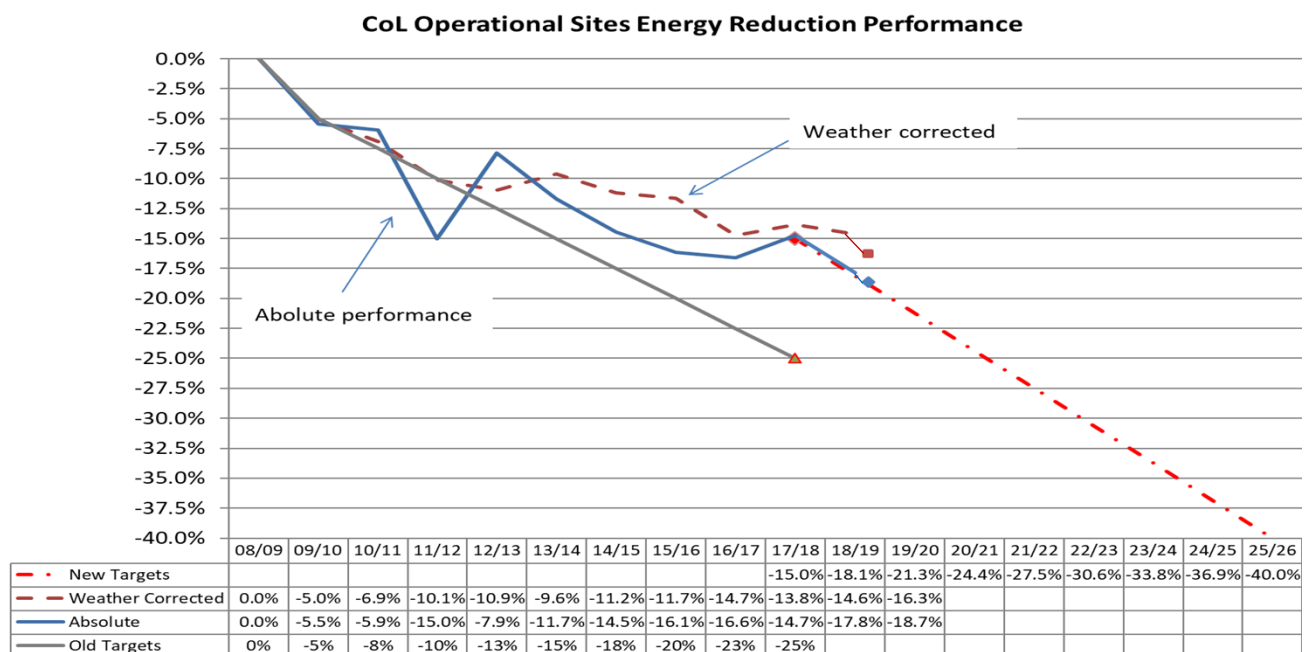
Recommendation

Members are asked to note the contents of this report.

MAIN REPORT

Performance update

Chart 1. Overall performance change from the 2008/09 base year.



1.1 Long-term: chart 1 presents an update on the long-term performance against target, including the interim performance up to Q1 19/20 (dotted lines). Compared to the 2008/09 baseline the performance up to Q1 2019/20 indicates a 18.7% reduction in absolute energy consumption, translating to a 16.3% reduction when corrected for the weather. This represents good progress towards achieving the 2019/20 end of year targets to be on course for a 40% reduction by 2025/26. It should be noted that 21 New Street has been added to the portfolio recently, adding ~1.5% to the total portfolio energy consumption. This additional energy should however be reversed when other properties occupied by CoL Police are disposed of in the coming years.

Table 2. Performance comparison by top 30 sites: 2019/20 Q1 with 2018/19

Site Name	Weather corrected kWh 12-month trend				Absolute kWh Q1 18/19 to Q1 19/20	
	12 months to Mar-19	12 months to Jun-19	Diff.	Diff. %	Diff.	% Diff
London Central Market (Smithfield - landlord & tenant)	18,242,591	17,200,515	-1,042,076	-5.7%	-938,643	-20.3%
Guildhall Complex	17,366,450	17,069,879	-296,571	-1.7%	-157,581	-3.7%
Barbican Arts Centre	17,149,546	17,208,021	58,475	0.3%	43,973	1.0%
Central Criminal Court	8,090,943	7,834,203	-256,740	-3.2%	-108,248	-6.4%
New Spitalfields Market (landlord)	6,800,091	6,795,799	-4,292	-0.1%	-51,284	-3.0%
City of London Freeman's School	4,906,582	4,767,663	-138,919	-2.8%	-48,494	-5.3%
GSMD - Milton Court	3,879,176	3,549,576	-329,600	-8.5%	-217,963	-22.9%
Streetlighting	3,628,421	3,654,499	26,077	0.7%	62,784	8.0%
Billingsgate Market (landlord & tenant)	3,573,990	3,543,426	-30,564	-0.9%	-30,564	-4.3%
Bishopsgate Police Station	3,403,005	3,381,704	-21,302	-0.6%	45,274	6.9%
City of London School	3,023,669	3,030,139	6,469	0.2%	53,234	8.8%
City of London Crematorium	2,812,736	2,807,546	-5,190	-0.2%	43,544	7.9%
Tower Bridge	2,326,102	2,391,835	65,733	2.8%	136,837	48.6%
GSMD – Silk St.	2,311,250	2,315,644	4,394	0.2%	11,698	2.3%
Mansion House	2,306,203	2,231,032	-75,171	-3.3%	-40,376	-9.0%
City of London School for Girls	2,250,196	2,237,544	-12,651	-0.6%	30,749	7.1%
New Street (21)	1,807,778	1,699,756	-108,022	-6.0%	-88,996	-19.0%
GSMD - Sundial Court	1,777,505	1,828,879	51,373	2.9%	93,798	28.5%
Walbrook Wharf	1,725,223	1,637,698	-87,525	-5.1%	-51,014	-13.1%
Wood Street Police Station	1,600,081	1,565,973	-34,108	-2.1%	-34,108	-8.3%
London Metropolitan Archives	1,345,486	1,328,468	-17,018	-1.3%	9,867	5.1%
Snowhill Police Station	863,679	852,885	-10,794	-1.2%	1,858	1.2%
Animal Reception Centre	764,249	750,205	-14,044	-1.8%	108	0.1%
Open Spaces Hampstead Heath Leisure	660,653	667,958	7,305	1.1%	7,324	4.5%
Open Spaces Epping Forest	648,255	636,349	-11,906	-1.8%	6,079	6.0%
Tower Hill Coach & Car Park	542,795	549,416	6,621	1.2%	6,621	5.1%
Open Spaces Golders Hill & Extension	371,809	374,914	3,105	0.8%	15,318	18.5%
Upper Thames Street Tunnel Lighting	304,116	280,973	-23,143	-7.6%	-23,143	-28.0%
Open Spaces Parliament Hill	258,042	264,128	6,086	2.4%	12,851	37.9%
Minories Car Park	246,730	239,947	-6,783	-2.7%	-6,783	-10.8%
Total	114,987,355	112,696,574	-2,290,780	-2.0%	-1,215,280	-4.6%

1.2 Last quarter: table 2 presents the performance of the 30 largest energy consuming sites. The actual (absolute) difference in energy consumption for Apr-Jun 2019/20 compared to Apr-Jun 2018/19 is presented as well as the weather corrected trend for the 12-months of energy

consumption over the period up to the previous and latest quarter. Comparing the absolute performance provides an indication of recent performance changes but is influenced by the weather which was 33% colder over Q1 19/20 compared to Q1 18/19 and hence resulting in higher heating consumption and lower cooling consumption. The 12-month weather corrected results provide an indication of the latest annual performance when excluding the differences in the weather.

Smithfields Market was the main contributor to the overall energy reduction, supported by reductions at Guildhall Complex, Central Criminal Court, and Milton Court. Commentary focused on the key sites and contributors to performance change is provided below with further commentary provided on others in Appendix 1.

1.3 LCM (Smithfield): overall energy reduced by ~20% in Q1 compared to the previous year, with electricity, heat and cooling all reduced significantly across the East and West market. This was partly a result of the reduced demand for cooling due to the weather, but mostly a result of the measures instigated by the Energy Team since Sep-18 for improved Car Park ventilation control and ongoing control improvements to the other ventilation, heating and cooling systems. This has been supported by site maintenance actions and additional LED lighting installation. Jun-19 consumption compared to Jun-18 was down by 13% for East & West Market electricity, 46% for heating, and 64% for cooling. The Energy Team continue deliver BEMS improvements and are seeking funding towards LED lighting for the car park.

1.4 Guildhall Complex (GHC): consumption reduced across most energy supplies. During Q1:

- 14% reduction in gas for steam generation due to an earlier switch-off for the summer.
- 15% reduction in North Wing electricity due to BEMS improvements by the Energy Team.
- 6% reduction in West Wing electricity due to BEMS improvements by the Energy Team.
- 8% increase in East Wing public areas electricity. Levels remains high, especially overnight; FM are looking into potential issues with the lighting control system.
- 2% increase in East Wing office electricity but ongoing maintenance issues causing plant to operate 24/7 are being investigated by Energy Team and FM.
- 27% increase in actual heat consumption across the site, apart from the East Wing, but when corrected for the colder weather this indicates performance remained unchanged.
- 15% decrease in heat consumption for the East Wing, which may be a result of the VRF system displacing some of the heat demands for the offices.

The Energy Team are in progress with delivering many more BEMS control improvements and are also looking to secure funding towards ventilation motor controls, funding for additional sub-metering and supporting improved site-wide solutions for cooling and humidification.

1.5 Barbican Arts Centre (BAC): overall energy consumption increased slightly in Q1 due to higher cooling demands which were partly offset by lower heating and electricity. The increase in cooling demand is likely related to extended ventilation plant times due to higher service demands but also potential waste due to poor control settings. Heating consumption was lower in part due to a maintenance issue at the Exhibition Halls. Electricity reductions were a result of improved BEMS strategy for the chilled water pumps, and improved control of the Exhibition Hall plant. Increases in electricity for other supplies indicate higher service demands, likely in part due to the return of Art Gallery AHU to operation, but also some potential control issues with the Theatre and Foyers ventilation plant which FM should investigate. The Energy Team are working up a proposal for LED lighting within the car park driveways and will be providing the site with support for BEMS control improvements.

- 1.6 **Central Criminal Court (CCC)**: following advice from the Energy Team, since May the efficiency of the oil boilers has increased through reinstating a smaller oil boiler to improve load matching and reduce system losses. Oil consumption also reduced, and gas consumption increased, as the new gas boilers contribute an increasing proportion of the heating services. Electricity consumption remained static, however, there was a significant increase in the supply associated with the chillers probably due to the heat wave. This was countered by a decrease in other supplies, probably due to the improved efficiency of the new ventilation plant. As the phased refurbishment continues, energy should reduce, but significant reductions will only come once older heating and cooling plant is decommissioned at the end of the programme. The Energy Team are also pursuing funding for LED lighting upgrades.
- 1.7 **GSMD Milton Ct.** electricity consumption reduced by ~10% in the month of June compared to last year, due to lower daytime loads compared to May. This is likely due to recent improvements undertaken by FM to ventilation controls. Heat consumption was higher in Apr-May but significantly lower in June compared to the previous year. The recent reduction likely relates to improvements to the ventilation controls. Cooling consumption has been on a lower trend since Nov-18 and Q1 was ~80% lower than the previous year. This is likely due to control improvements to prevent cooling during times of lower outside air temperature and recent improvements to limit over ventilation. The Energy Team are looking to secure funding to upgrade the lighting in some areas and support FM with further control improvements.
- 1.8 **CoL Police**: this commentary summarises the performance changes across all police buildings as they are in the process of significant accommodation moves. Overall energy consumption reduced by 2.8% across all buildings when corrected for the weather. In-line with reducing occupancy there were continued reductions at Snowhill and Wood Street. Bishopsgate consumption remained about the same, but New Street reduced significantly. The data indicates potential heating system control issues at Snowhill and Bishopsgate which the Energy Team will investigate further with FM.
- 1.9 **Tower Bridge**: electricity consumption for the main supplies reduced significantly over the last heating season due to the replacement of electric heating with the new gas boiler system. Electricity consumption for the South side (including offices) remained static compared to the previous year. Gas consumption is significantly higher compared to the previous year and historical averages. This likely relates to the new gas boilers providing increased capacity and displacing the electric heating, however the Energy Team and FM should review the control settings to ensure efficient operation is being achieved.

Conclusion

While the long-term energy performance remains below target the results for Q1 are a significant improvement which if sustained indicate the end of year target should be met. Continuation of this trajectory would also indicate that the City is on track to achieve the long term 40% reduction target, however this will undoubtedly require continued and additional investment in both capital and resources.

2. Energy Projects update

A bid for capital funding has been submitted as part of the fundamental review for funding as follows:

- Phase 1: £1.9m – for immediate deployment
- Phase 2: £1.4m – for future deployment

In parallel to this a gateway 1-5 paper will be submitted to RASC and Project sub for the October committee cycle.

SALIX funding is also be sought to cover 50% (£950k) for phase 1 under an invest to save scheme.

Proposed Phase 1 Projects are listed in the appendix (project scope and price have been updated since last submission and so have been revised downward to £1.8m).

3. Power Purchase Agreement update

The Power Purchase Agreement tender is now at SQ stage – A procurement timetable is supplied in the appendix.

4. Citigen update

Three working groups have been established to address the Cities goals of cost, environment and compliance:

Technical group: To agree carbon measurement, property, air quality and planning issues

Tariff group: To agree a simpler tariff structure which reflects the costs of infrastructure and energy costs with appropriate indexation.

Commercial group: To confirm legal and contract structure informed by the findings of the technical and tariff groups.

WS Atkins have been appointed as the technical advisor.

Sharpe Pritchard have been appointed as the legal advisor.

Next steps:

- Produce draft Heads of Terms for Dec 2019
- Produce a draft contract with term sheet by April 2020

5. Carbon measurement update

The energy team have undertaken an analysis of gas and electricity for the City covering the last ten years and this is detailed in the appendix.

Initial analysis shows a 47% reduction in carbon dioxide emissions compared to a corresponding 18% reduction in kWh energy, which can largely be attributed to the decarbonisation of grid electricity since 2015.

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Appendix 1. Commentary on other top 30 sites

- 1.1 **New Spitalfields Market:** when adjusted for the weather the electricity consumption has remained static over Q1. The HHD shows overnight loads are slightly lower than the previous year, which may be due to the external temperature differences and their impact on tenant refrigeration. Due to a lack of sub-metering data it is impossible to provide further analysis.
- 1.2 **Billingsgate Market:** electricity consumption has increased significantly since May-19 since an area has been leased out to a new tenant who is operating significant electrical loads. This will have a growing impact on the site energy performance for 2019/20. This consumption is however recharged to the tenant.
- 1.3 **Freemen's:** overall energy consumption was lower mainly related to the communal heating system, swimming pool electricity and Boarding/Music block gas. Site-wide communal heating system gas consumption reduced significantly over May-June. The Energy Team will investigate this and the potential positive impact of the site development plans and pending new CHP energy centre. Swimming pool electricity consumption has been significantly lower since Apr-19, the Energy Team will investigate this with site. Gas for heating the Boarding/Music block has been lower since Nov-18. Maintenance issues persist with the system, which site are addressing. Alongside this there are opportunities to improve the heating control which the Energy Team will investigate. The Energy Team are also looking to secure funding for LED lighting in a few areas.
- 1.4 **Col Girls:** overall energy consumption was about the same, with areas of increases balancing areas of reduction. Swimming pool water heating decreased, probably due to improved control, but was countered by increases in the pool hall air heating. Electricity consumption for small power and lighting has been lower over Q1 compared to the previous year. Lower daytime and overnight loads probably relate to local actions to ensure lighting and appliances are not left on unnecessarily. Electricity consumption for general heating was higher, especially over Q1 due to morning pre-heating even in June. The heating control settings should be reviewed to ensure they are appropriate. The Energy Team are looking to secure funding for the replacement of the very inefficient swimming pool plant and cover.
- 1.5 **CoL Boys:** electricity and gas consumption remain unchanged when corrected for the weather. There continues to be a very high electricity demand even during unoccupied hours. This should be investigated by the site to ensure appliances, lighting and plant are not left operating unnecessarily. The Energy Team are looking to secure funding towards LED lighting and ventilation motor controls.
- 1.6 **GSMD Silk St.** electricity consumption increased in Apr-May but since June it has decreased, and into July it is 20% lower month-on-month than the previous year. This recent trend relates to lower daytime loads and may relate to the site and FM ensuring building services are not operating unnecessarily during the summer holiday period. Due to a faulty meter, which Citigen are looking to repair, it is not possible to analyse the heat consumption data. The Energy Team are looking to secure funding for upgrading the lighting to LED throughout and support FM with further control improvements.
- 1.7 **GSMD Sundial Ct.** electricity consumption was higher over Apr-Jun 2019, especially April which was 19% higher mainly due to higher day-time loads. Heat consumption has varied over the year, but there was a significant increase in June, probably due to a heating control issue. This has since returned to normal levels.

- 1.8 **Mansion House:** electricity consumption has reduced over Q1, up to 11% lower in June which shows lower daytime and overnight loads. Gas consumption for heating has been lower since Feb-19 probably due to resolved maintenance issues with the heating plant.
- 1.9 **Walbrook Wharf:** electricity consumption for the environmental cleansing area (phase 1) decreased significantly since May. This is assumed to be due to the ending of the heating season and cessation of the temporary electric heating to the workshop areas which has been operating while the gas heaters are out of operation. As a result, gas consumption for this area continues to be significantly lower. These trends will reverse once the gas heaters are replaced. Electricity consumption for the office (Phase 2) continues to be lower due to a reduction in occupancy, and significant increases can be expected when areas are tenanted again. Electricity consumption is likely to increase substantially due to the pending increases in electric vehicle charging.
- 1.10 **CoL Cem. & Crem.** gas consumption for the cremators increased over Q1 compared to last year. This likely to be entirely due to demand for their services. Electricity consumption for the New Cremation building was down significantly over the last year and continued to reduce in Apr-May. This is likely due to the replacement of electric heating with the LTHW heat-recover system.
- 1.11 **London Metropolitan Archive (LMA):** electricity has been significantly lower over Q1 compared to the previous year, but in-line with historical averages. This may be partly related to lower cooling demands over May-June 2019 as the weather was not as warm as the previous year over this period. However, there is also a significant reduction in weekend consumption indicating some change to the HVAC control strategy. Gas consumption increased over Apr-May, partly due to the weather but the control settings should be investigated to ensure efficient operation. The Energy Team are looking to secure funding towards works for improved demand and zoned control of the ventilation to the archive building.
- 1.12 **Streetlighting:** a slight reduction in the electricity consumption likely due to minor changes to the lamp schedule.
- 1.13 **Animal Reception Centre:** electricity consumption continues to be on a significantly lower trend since Dec-18. The data shows overnight loads are lower, indicating some improvement to the control of the plant. Gas consumption has increased slightly due to higher continuous loads, even in the summer. The Energy Team will investigate this to ensure heating control settings are appropriate.
- 1.14 **Open Spaces Hampstead Heath Leisure:** overall energy consumption reduced for Hampstead Heath increased. Electricity consumption for the Lido has increased slightly over Q1 compared to the previous year. This mainly related to an increase in overnight loads which the Energy Team will investigate with site. Gas consumption for the Lido remained static.
- 1.15 **Open Spaces Epping Forest:** overall energy consumption reduced for Epping Forest. Gas for the Warren Office increased likely due to higher hot water demands. Electricity consumption for the Warren office was lower over Mar-Apr but higher over May-Jun. The data shows occasional significantly higher daytime loads which may relate to a specific source. Gas consumption for the View has been significantly higher since April and the Energy Team will investigate further.
- 1.16 **Open Spaces Golders Hill & Extension:** overall energy consumption was similar to the previous year when corrected for the weather. Gas consumption for West Ham Avenue was

significantly higher over May-June and the data shows potential heating control issues which the Energy Team will investigate with FM. Gas consumption for the Extension has been significantly lower since May-18.

- 1.17 **Open Spaces Parliament Hill:** gas consumption increased for the Nassington Rooms and track, due to higher hot water demands. The Energy Team will investigate control settings as there is some unusual consumption in the early hours each Sunday.
- 1.18 **Upper Thames Street Tunnel:** lighting consumption continues to be lower since resolving a maintenance issue in Mar-19 and is now returning to previous levels. Ventilation consumption was lower due to a return to normal levels following a period in 2018 when it was operating higher than usual.
- 1.19 **Tower Hill Coach & Car Park:** electricity consumption is slightly higher, mostly due to an increase in overnight electricity loads. The Energy Team are looking to secure funding for upgrading the lighting and improvements to the ventilation control.
- 1.20 **Minorities Car Park:** electricity consumption has been lower since May-19, the reason is to be confirmed.

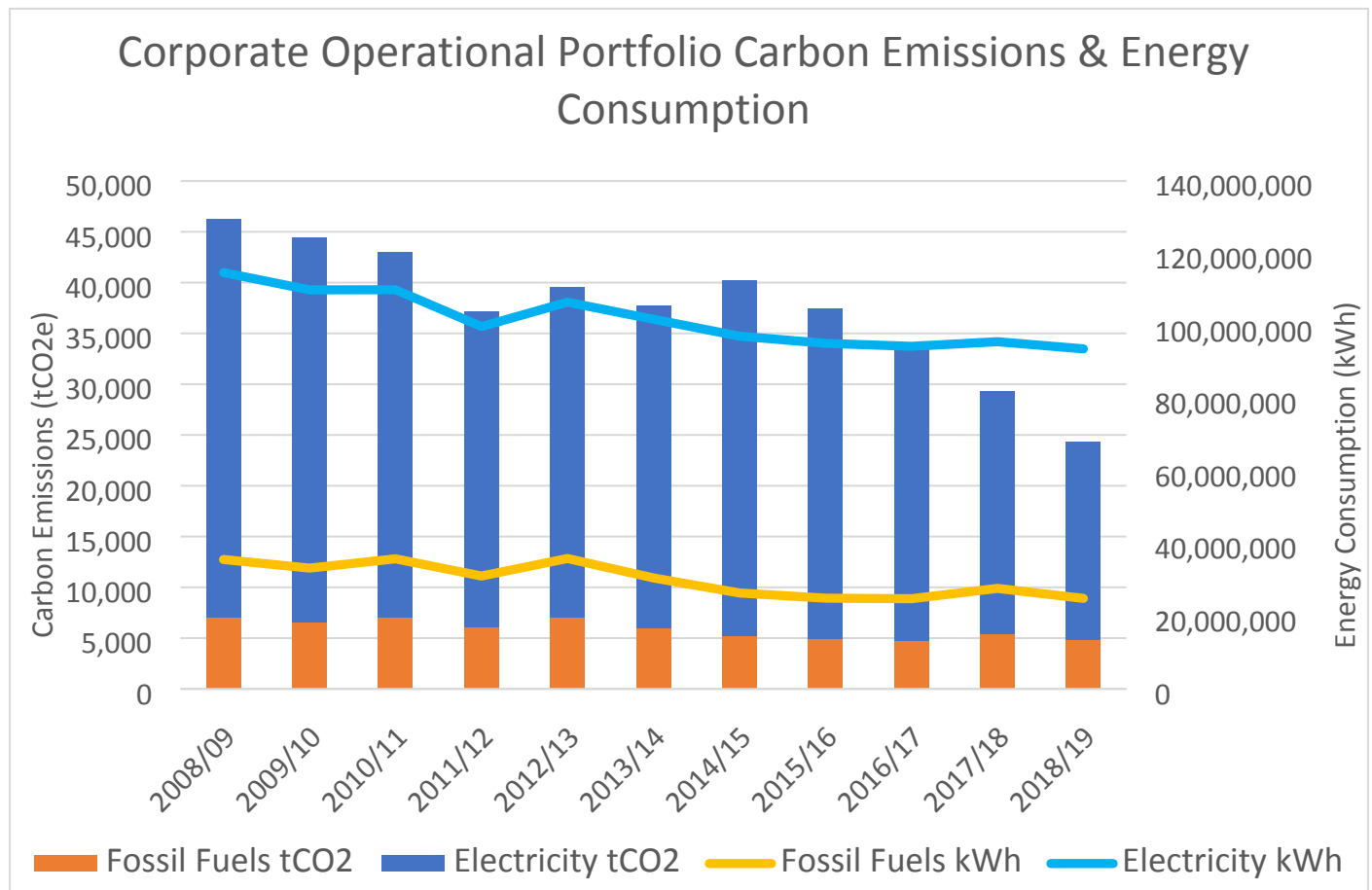
Appendix 2. Energy Project Phase 1 Summary

Title	Short description	Energy savings (kWh/year)	Cost Savings (first year £/year)	Capital Cost (£)	Simple Payback (yrs)
Tower Hill Car Park Ltg	Upgrade to LED with controls	124,741	£20,686	£113,915	5.5
LMA Zone & Demand Ctrl HVAC	Zoned control of ventilation and air conditioning	274,204	£15,832	£42,264	2.7
GSMD Milton Ct Ltg	Upgrade metal halide and CFL lighting to LED	34,321	£8,419	£53,677	6.4
GSMD Silk St LED Upgrade	Upgrade Lighting to LED with occupancy control	295,192	£50,887	£187,389	3.7
CCC LED Ltg Upgrade	Upgrade lighting to LED with controls	206,587	£49,593	£250,914	5.1
Boys LED Ltg & Controls	Upgrade Lighting to LED with occupancy control	296,276	£52,323	£265,099	5.1
Boys EC Plug Fans	Replace all belt driven fans with EC alternatives	60,826	£9,081	£54,916	6.0
Boys Calorex VSD	Install a VSD on Calorex heat recovery unit	33,541	£4,698	£27,409	5.8
Girls Pool Water Heating	Install ASHP to supply heat for pool water & cover	134,883	£17,453	£73,698	4.2
Girls Pool Hall AHU	Install AHU with heat recovery	238,991	£34,436	£183,616	5.3
Freemens Lighting Upgrades	Upgrade Ltg: Sports Hall, Science, Hayward, Art Bl.	58,893	£9,929	£88,568	8.9
Smithfields Car Park Ltg	Upgrade to LED with occupancy control	108,217	£16,781	£79,502	4.7
GHC EW AHU EC Plug		637,293	£90,032	£244,925	2.7
Sub-total		2,503,965	£ 380,148	£ 1,665,891	4.4
			Design & PM	£110,000	
			Total (excluding risk)	£1,775,891	4.7

Appendix 3. Power Purchase Agreement Timetable

Stages of Competitive Dialogue Procedure		Start Date	Completion Date	Comments
Pre-tender stage				
1	Publish PIN	21/02/2019	21/02/2019	
2	SMT	11/02/2019	26/02/2019	
3	Review SMT responses	26/02/2019	22/02/2019	
4	Scope, spec, procurement route and price: quality split	25/02/2019	05/03/2019	
5	Slides for Cat Board	04/03/2019	04/03/2019	
6	Route to market - FS Category Board	14/03/2019	14/03/2019	1 day
7	Draft stage 1 committee report	TBC	TBC	2 weeks
8	Stage 1 Report to Commercial Director	17/04/2019	17/04/2019	1 week before Chamberlain
9	Stage 1 Report to Chamberlain	24/04/2019	24/04/2019	3 weeks before Committee date
10	Submit to Committee Clerks	03/05/2019	03/05/2019	26th April for PIB - for Proc Sub & Finance 3rd May
11	Procurement-Sub Committee	15/05/2019	15/05/2019	Submit 3rd May
12	Finance Committee	21/05/2019	21/05/2019	
13	Court of Common Council (possible)	23/05/2019	23/05/2019	
14	Corporate Asset Sub-Committee (CASC)	05/06/2019	05/06/2019	For info only
15	Property Investment Board (PIB)	12/06/2019	12/06/2019	On agenda - call Christine Marsh
SQ stage (OJEU Competitive Procedure with Negotiation)				
16	Issue OJEU Notice	27/06/2019	27/06/2019	1 day
17	Issue SQ	05/07/2019	05/07/2019	approx. 3 days after sending notice to OJEU
18	SQ Period	05/07/2019	07/08/2019	30 days
19	SQ Submission deadline	07/08/2019	07/08/2019	1 day
20	SQ Evaluation	07/08/2019	30/08/2019	3 weeks
21	SQ Moderation	02/09/2019	02/09/2019	1 day
ISDS stage				
22	Issue Invitation to Tender (ITT)	09/09/2019	09/09/2019	
23	ITT Period	09/09/2019	30/09/2019	20
24	ITT Submission deadline	30/09/2019	30/09/2019	1 day
25	Tender Evaluation	01/10/2019	11/10/2019	2 weeks?
26	Tender Moderation	11/10/2019	11/10/2019	1 day
Dialogue Stage				
27	Prep for dialogue	14/10/2019	18/10/2019	1 week?
28	Issue Dialogue Pack	21/10/2019	21/10/2019	1 day
29	Dialogue sessions	04/11/2019	22/11/2019	3 weeks
30	Close dialogue	22/11/2019	22/11/2019	1 day
ISFT Stage				
31	Issue ISFT	25/11/2019	25/11/2019	
32	ISFT deadline	16/12/2019	16/12/2019	
33	ISFT evaluation	16/12/2019	03/01/2020	
34	ISFT moderation	06/01/2020	06/01/2020	
Tender award stage				
35	Contract award approval - FS Category Board	08/01/2020	08/01/2020	
36	Award Report to Commercial Director	09/01/2020	09/01/2020	1 week before Chamberlain
37	Award Report to Chamberlain	16/01/2020	16/01/2020	3 weeks before Committee date
38	Procurement-Sub Committee	06/02/2020	06/02/2020	December Committee
39	Finance Committee	18/02/2020	18/02/2020	1 day
40	Court of Common Council	05/03/2020	05/03/2020	Urgency?
Post Tender and mobilisation				
41	Standstill letters	TBC	TBC	10-days minimum, must end on weekday
42	Contract Agreement signed by parties			1 month??
43	Contract mobilisation			
44	Contract start date			

Appendix 4



The chart above shows the disconnection of carbon emissions from kWh consumption which is largely attributable to the decarbonisation of the electricity grid supply since 2015.

**note that these figures represent electricity, and fossil fuel use at City sites, but do not include Citigen attributable emissions which are still being calculated by Citigen.*

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Committee(s): Property Investment Board – For information Corporate Asset Sub (Finance) Committee – For information	Date(s): 11 September 2019 25 September 2019
Subject: City Surveyor's departmental risk register update	Public
Report of: The City Surveyor (CS 372/19)	For Information
Report author: Faith Bowman / John Galvin City Surveyor's Department	

Summary

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

Currently the department has zero red risks and five amber risks on its Departmental Risk Register (Appendix 1). Since the last report to this Committee, the key changes to the departmental risks are as follows:

One risk has reduced and will be removed for the next quarterly risk update:

- SUR SMT 005 – Recruitment and retention of property professionals
Current risk score 6 (Amber)

The City Surveyor's Department also manages the repairs and maintenance risks associated with the City Bridges. This register (Appendix 2) notes the three red risks, which are:

- SUR CB 003 – City Bridges: Substantial vessel strike -
Current risk score 16 (Red)
- SUR CB 006 – City Bridges: Wanton damage / terrorism
Current risk score 16 (Red)
- SUR CB 007 – City Bridges: Tunnelling for the Thames Tideway Tunnel
Current risk score 16 (Red)

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 (PIB) and Corporate Asset Sub (Finance) Committee (CAsC) has determined that they will receive the City Surveyor's risk register on a quarterly basis.
2. This report separates the overall departmental risk register (Appendix 1) and the key risks relating to the City Bridges (Appendix 2).

Current Position

3. The City Surveyor's risks are managed through a hierarchy of three levels. These are corporate risks, departmental risks, and group risks. Currently the department does not have any risks on the Corporate Risk Register.
4. Both departmental and group risks are reviewed regularly. This includes consideration of emerging risks or any change in risk score. Key changes to the departmental level risks have been noted below.
5. The City Surveyor's departmental risk register currently contains zero red risks and five amber risks. The details of each of these are included in appendix 1.
6. The department also manages the repairs and maintenance risks associated with the City Bridges, of which there are currently three red risks. The details for these risks are included in appendix 2. The three red risks relating to the City Bridges are as follows:
 - SUR CB 003 – City Bridges: Substantial vessel strike
Current risk score 16 (Red)
 - SUR CB 006 – City Bridges: Wanton damage / terrorism
Current risk score 16 (Red)
 - SUR CB 007 – City Bridges: Tunnelling for the Thames Tideway Tunnel
Current risk score 16 (Red)

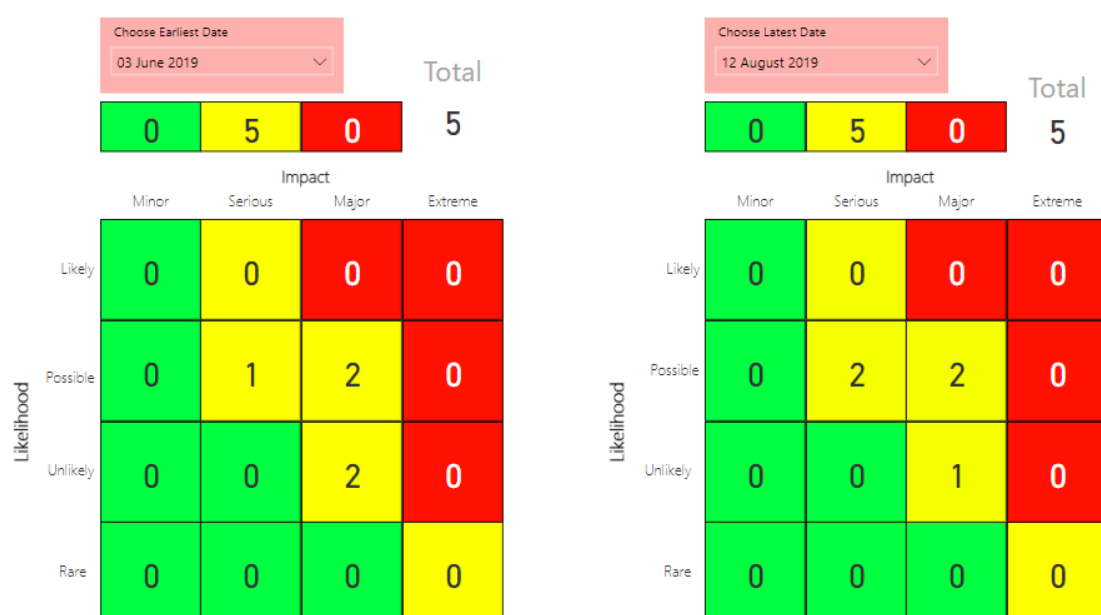
Changes since last review

7. The key changes since the last review was presented to committee:
 - A. SUR SMT 002 – Insufficient budget to meet user and asset demand at Walbrook Wharf and Guildhall
Current risk score 12 (Amber)
It is anticipated that in the medium term that this risk should reduce in scoring, particularly considering the extra funding available to the Guildhall complex from 2019. However, as some projects are contingent on the outcomes of the fundamental review, it is prudent to retain this risk at its current score.
 - B. SUR SMT 005 - Recruitment and retention of property professionals
Current risk score 8 (Amber)

Following the implementation of market forces supplements, and the continuing engagement with staff through regular surveys and staff engagement sessions, the likelihood associated with this risk has reduced. The risk will be deescalated from the departmental register and will be monitored at a group level.

Heatmap

- Through the performance dashboard tool, Power BI, it is possible to create heatmaps of the department's risks. This is a graphical summary of the current Departmental risks (right) and a comparison with the those presented at the last report (June). Note that this is not tracking individual risks over time, rather it is a snapshot comparison of our overall risk profile.



Conclusion

- Members are asked to note the recent changes to the departmental risk register. The department continues to ensure that it manages its risks in line with best practice as described within the City Corporation's Risk Management Framework.

Appendices

- Appendix 1 – City Surveyor's departmental risk register
- Appendix 2 – City Bridge top risks

Background Papers

- The City Surveyor – Risk update – June (CS 197/19)

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Committee(s): Property Investment Board – For Information Corporate Asset Sub (Finance) Committee – For Information	Date(s): 11 September 2019 25 September 2019
Subject: Business Plan 2019-24 Quarter 1 2019/20	Public
Report of: The City Surveyor (CS 373/19)	For Information
Report author: John Galvin / Faith Bowman Business Performance and Improvement	

Summary

This report provides:

- An update to the end of year 2018/19 progress report (CS198/19) in relation to two measures which were not available at the time, energy efficiency and the MSCI return benchmark performance.
- Details of progress in quarter 1 (April – June) 2019/20 against the 2019-24 business plan, an update on the commercial property market, and a financial statement.

Of the seventeen Key Performance Indicators (KPIs) that are being monitored, eleven were assessed as green (on target) and one indicator was assessed as amber (marginally behind target). Five indicators will be assessed throughout out the year.

The amber case is as follows:

- KPI 4 Property contract performance compliance (CASC)
Achieved 83% against a target of 90%.
The underperformance was due to the previous lift contractor, replaced as of July 2019, unable to meet their contracted targets.

Members should note the City Surveyor is forecasting a year end overspend of £586k due to the need to recover last year's net overspend. Budgets are being reviewed by the City Surveyor with a view to bring the department into balance by year-end.

Recommendation

Members are asked to note the content of this report.

Main Report

Background

1. In line with the City Corporation's performance management system, this is the quarter 1 update report compared to the 2019-24 business plan.

Current Position

2. This report provides the latest budget information which is set out in appendix A and Key Performance Indicator (KPI) table in appendix B. Furthermore, charts that your committee are particularly interested in are included in appendix C.
3. In addition, you receive regular monitoring reports covering rent reviews, lease renewals, arrears, vacancies and delegated decisions. These provide key indications of the current market situation, particularly for directly managed properties.
4. A separate monitoring report on the risks within our department is also presented at this meeting.

Quarter 4 2018/19 Update

5. At the time of the end of year report it was not possible to update your committee with details on the full suite of indicators. This was due to the availability of data at the time of the report. An update on these items is provided below. Note that due to the annual update of our KPIs, the reference numbers have been updated.

KPI 5 Energy efficiency (KPI 2 for the current year)

6. The 2018/19 annual performance shows an overall decrease of 2.5% in weather corrected energy consumption compared to 2017/18. This is ~0.5% short of the annual target for a ~3% reduction per year. Compared to the 2008/09 baseline, the performance to the end of 2018/19 indicates a 19.4% reduction in absolute energy consumption, translating to a 16.5% reduction when corrected for the weather. This is short of the target by ~1.5%. At the end of 2018/19, the City Corporation should have reduced consumption by 18% in order to be on course for the 40% reduction by 2025/26.
7. The Guildhall complex was the main contributor to the energy reduction, supported by reductions at New Spitalfields Market, Central Criminal Court, Barbican Arts Centre and City of London School. This was partly countered by significant increases in energy consumption at CoL Freeman's School, GSMD Milton Court and Tower Bridge.

KPI 17 Outperform Morgan Stanley Capital International (MSCI) return benchmarks (KPI 14 for the current year)

8. Performance was not reported on in the previous monitoring report (quarter 4 2018/19) as the data had not been published by the MSCI at that time. A separate report was presented to Property Investment Board on 17 July with further detail on performance monitoring on the City Fund, City Estates and Bridge House Estates (CS 278/18).
9. The strategic objective for all three funds is to out-perform the benchmark on an annualised five-year basis. It should be noted that all funds outperformed the

benchmark on this basis and overall the “House Fund” achieved a 13.4% return compared with the benchmark of 11.4%.

10. The total annualised returns, for the “House Fund” and the three property estates over five years were as follows:

Estate	1 Year			5 Years		
	Total Fund Return (Year to March 2019%)	Benchmark Return %	MSCI Universe Return %	Total Fund Return%	Benchmark Return %	MSCI Universe Return
“House Fund”	7.3	5.6	3.6	13.4	11.4	9.1
Bridge House Estates	13.1	5.6	3.6	14.7	11.4	9.1
City’s Estate	6.0	5.6	3.6	13.9	11.4	9.1
City Fund	5.7	5.6	3.6	12.0	11.4	9.1

Market Commentary

11. Although political uncertainty is impacting the market, the most crippling factor in the City investment market is a lack of availability. At the start of July, there are only 19 buildings being openly marketed in the City, worth £928.9m. At this point in 2018 there was £2.99bn on the market across 45 deals. Investor appetite remains strong, reflected in the competitive bidding for the majority of properties on the market, as investors continue to be frustrated by unwilling vendors who in turn are cautious about where to reinvest their capital.
12. Total City office supply at the end of May stood at 6.6m sq ft, falling by 1.8% on the end of last month and equating to a vacancy rate of 5.1%. This is down on May 2018 by 70 bps, and down on the long-term average by 150 bps. However, this will increase from October as all schemes due to complete in by March 2020 will be included into current supply. This will include 22 Bishopsgate, EC2 which still has circa 1m sq ft of space remaining, although approximately 200,000 sq ft is currently under-offer.
13. Prime City yield remains at 4.25%, which compares with the West End prime yield of 3.75%. Prime rents remained the same across Central London; in the City £71.00psf, the West End £107.50psf, City Fringe £75.00psf and Docklands £48.50psf.

Financial Statement

14. The 2019/20 quarter 1 figures reveal that, against a latest budget of £34m, the City Surveyor is forecasting an overspend on local risk of £586,000 (1.7%) at year-end. The main reason for this is a reduction in the latest budget of £501,000 as a result of the City Surveyor’s net overspend in 2018/19. Under financial regulations any deficit on the total of a Chief Officers local risk budgets in one year is required to

be carried forward and recovered from within the department's budget allocation for the following year, unless specifically waived by the Finance Committee.

15. The City Surveyor is currently reviewing how this overspend can be recovered in 2019/20 and, in addition to budget reductions, action may include a bid to Finance Committee for relief from the overspend arising from extra security costs at Guildhall. This was due to the increased threat level in 2018/19 which was not within the City Surveyor's control. Details of the budget recovery plan will be included in the estimates report presented to Members in the Autumn.
16. Excluding this legacy issue, the City Surveyor at quarter 1 was essentially in a breakeven position. Reactive repairs and maintenance spend across the operational estate remained a significant budget pressure but was largely offset by savings on the Guildhall complex, mainly on the energy budget through energy efficiency measures.
17. On a more positive note, rental income, which is budgeted under central risk, is forecast to be £5.4m higher than the Original Budget for 2019/20. This extra income is principally on Bridge House Estates.

Overall Progress

18. A Red-Amber-Green (RAG) status is used to summarise the progress of the performance indicators on a quarterly basis. The table below provides an 'at a glance' status report for the City Surveyor's KPIs at the end of quarter 1.

Status ¹	Green	Amber	Red	TBC	N/A
Corporate Asset Sub Committee	8	1	0	1	3
Property Investment Board	9	0	0	0	4
Overall ²	11	1	0	1	4

19. Of the seventeen KPIs being monitored, eleven were assessed as being on target (green) and one indicator was slightly behind target (amber). Four indicators will be assessed throughout the year (N/A) and a further indicator is regularly reported a quarter in arrears (KPI 2 – Energy efficiency).

20. The amber KPI case is as follows;

- KPI 4 Property contract performance compliance (CASC)
Target 90% achieved 83%

The failings are largely due to the previous lift company, replaced as of July 2019, and the failure by the Mechanical and Electrical (M&E) contractor to upload

¹ Red = High Risk of Failure or Not Achieved; Amber = Some Concern; Green = On Target or Achieved.

² Some KPIs relate to both PIB and CASC. Therefore, row indicating KPIs overall is not a total of the PIB and CASC rows.

planned preventative maintenance information within the required timeframe. The M&E contractor has created an action plan to get matters back on track.

Conclusion

21. This report provides an update at quarter 1 against the department's business plan KPIs. Performance is positive overall, with only one measure failing to meet target.

Appendices

- Appendix A – Budget Monitoring Statement
- Appendix B – Key Performance Indicator Table
- Appendix C – Headline Performance Charts

Background Papers

The City Surveyor – End of year business plan progress report (CS 198/19)

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