



## Corporate Asset Sub (Finance) Committee

**Date:** MONDAY, 19 JULY 2021  
**Time:** 1.45 pm  
**Venue:** INFORMAL VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

**Members:** James de Sausmarez (Chairman) Michael Hudson  
Shravan Joshi (Deputy Chairman) Jeremy Mayhew  
Deputy Jamie Ingham Clark Sheriff Christopher Hayward  
Randall Anderson Deputy Edward Lord  
Marianne Fredericks Deputy Roger Chadwick  
Alderman Alison Gowman Susan Pearson

**Enquiries:** Chris Rumbles  
christopher.rumbles@cityoflondon.gov.uk

### Accessing the virtual public meeting

**Members of the public can observe this virtual public meeting at the below link:**  
<<https://youtu.be/JaKDYzOSnqU>>

This meeting will be a virtual meeting and therefore will not take place in a physical location. Any views reached by the Committee today will have to be considered by the City Surveyor after the meeting in accordance with the Court of Common Council's Covid Approval Procedure who will make a formal decision having considered all relevant matters. This process reflects the current position in respect of the holding of formal Local Authority meetings and the Court of Common Council's decision of 15th April 2021 to continue with virtual meetings and take formal decisions through a delegation to the Town Clerk and other officers nominated by him after the informal meeting has taken place and the will of the Committee is known in open session. Details of all decisions taken under the Covid Approval Procedure will be available online via the City Corporation's webpages.

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

**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 22<sup>nd</sup> June 2021.

**For Decision**  
(Pages 5 - 12)

4. **OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS**

Report of the Town Clerk.

**For Information**  
(Pages 13 - 14)

5. **WORK PROGRAMME FOR FUTURE MEETINGS**

Joint report of the Town Clerk and City Surveyor.

**For Information**  
(Pages 15 - 16)

6. **WALBROOK WHARF ROOF REPLACEMENT**

Report of the City Surveyor.

**For Decision**  
(Pages 17 - 22)

7. **GUILDHALL COMPLEX FLAGPOLE**

Joint report of the City Surveyor and Remembrancer.

**For Decision**  
(Pages 23 - 26)

8. **BUSINESS PLAN 2020-25 QUARTER 4 2020/21**

Report of the City Surveyor.

**For Information**  
(Pages 27 - 32)

9. **CITY SURVEYOR'S DEPARTMENTAL RISK REGISTER -UPDATE**  
Report of the City Surveyor.
- For Information**  
(Pages 33 - 36)
10. **GENERAL FM UPDATE**  
Report of the City Surveyor.
- For Information**  
(Pages 37 - 40)
11. **CLIMATE ACTION STRATEGY NZ1, NZ3 AND RS3 WORKSTREAM UPDATE FOR THE OPERATIONAL PORTFOLIO**  
Report of the City Surveyor.
- For Decision**  
(Pages 41 - 46)
12. **UPDATE ON PROGRESS WITH THE PSDS GRANT SCHEME**  
Report of the City Surveyor.
- For Information**  
(Pages 47 - 50)
13. **SECURITY UPDATE**  
City Surveyor to be heard.
- For Information**
14. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
16. **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.
- For Decision**

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

17. **NON-PUBLIC MINUTES**  
To agree the non-public minutes of the meeting held on 22<sup>nd</sup> June 2021.
- For Decision**  
(Pages 51 - 56)

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

Report of the Town Clerk.

**For Information**  
(Pages 57 - 58)

19. **WOODREDON FARM (RIDING SCHOOL) DISPOSAL**

Report of the City Surveyor.

**For Decision**  
(Pages 59 - 68)

20. **OPERATIONAL PROPERTY REVIEW - PROGRESS REPORT**

Report of the City Surveyor.

**For Information**  
(Pages 69 - 76)

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

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

**Part 3 - Confidential Agenda**

23. **MINUTES**

To agree the confidential minutes of the meeting held on 22<sup>nd</sup> June 2021.

**For Decision**

## CORPORATE ASSET SUB (FINANCE) COMMITTEE

Tuesday, 22 June 2021

Minutes of the meeting of the Corporate Asset Sub (Finance) Committee held as a virtual public meeting and livestreamed at <https://youtu.be/DNuiL4joRNI> on Tuesday 22<sup>nd</sup> June 2021.

*N.B. This meeting was held as an informal one, with the views reached by the Sub-committee approved formally by the City Surveyor after the meeting, in accordance with the Court of Common Council's Covid Approval Procedure. This process reflects the current position in respect of the holding of formal Local Authority meetings and the Court's decision of 15 April 2021 to continue with virtual meetings, with formal confirmation of decisions provided through a delegation to the Town Clerk, or his nominated representative, after the informal meeting has taken place and the will of the Committee is known.*

### Present

#### Members:

James de Sausmarez (Chairman)  
Shravan Joshi (Deputy Chairman)  
Deputy Jamie Ingham Clark  
Randall Anderson  
Marianne Fredericks  
Michael Hudson  
Jeremy Mayhew  
Sheriff Christopher Hayward  
Deputy Edward Lord  
Deputy Roger Chadwick  
Susan Pearson

#### Officers:

David Brown	- City Surveyor's Department
Alison Bunn	- City Surveyor's Department
Simon Causer	- City Surveyor's Department
Pete Collinson	- City Surveyor's Department
Jonathan Cooper	- City Surveyor's Department
Ben Dunleavy	- Town Clerk's Department
Paul Friend	- City Surveyor's Department
Hannah Bibbins	- Guildhall School of Music and Drama
Aqib Husain	- Chamberlain's Department
Tom Leathart	- City Surveyor's Department
Andrew Little	- Chamberlain's Department
Graeme Low	- City Surveyor's Department
Fiona McKeith	- City Surveyor's Department
Ola Obadara	- City Surveyor's Department
Mathew Porpiglia	- City Surveyor's Department
James Rooke	- City Surveyor's Department
Chris Rumbles, Clerk	- Town Clerk's Department
Rhian Snook	- Remembrancer's Office
Chris Spicer	- City Surveyor's Department

Paul Wilkinson  
Peter Young

- City Surveyor  
- City Surveyor's Department

1. **APOLOGIES**

Apologies were received from Alison Gowman.

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

There were no declarations.

3. **MINUTES**

**Resolved**, that the minutes and non-public summary of the previous meeting held on 28<sup>th</sup> April 2021 be approved as an accurate record.

4. **OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS**

The Sub-committee received a report of the Town Clerk that provided Members with information on outstanding actions from previous meetings.

RECEIVED

5. **WORK PROGRAMME FOR FUTURE MEETINGS**

The Sub-committee received a joint report of the Town Clerk and City Surveyor providing information on the work programme for future meetings.

RECEIVED

6. **REPORT OF ACTION TAKEN**

The Sub-committee received a report of the Town Clerk updating on action taken under delegated and urgency procedures since the last meeting.

RECEIVED

7. **CAPITAL AND CWP ANNUAL PROGRESS REPORT**

The Sub-committee considered a report of the Principal, Guildhall School of Music and Drama, providing an update on the School's building and refurbishment projects that fall under the Capital Cap programme, together with those approved for delivery under the Cyclical Works Programme.

**Resolved**, that Members: -

- Note the content of the report, including the timescale associated with the execution of the Fire Alarm project.
- Agree that the unspent budget (£60,670) for the Fire Alarm project be carried forward to allow the project to complete in 2021/22, including provisional sums for additional works; to be expended on authorisation by the Chief Officer and remote monitoring, subject to approval of issue report.

8. **PROJECT APPROVAL UNDER PSDS PROGRAMME**

The Sub-committee received a report of the City Surveyor providing Members with an update on four projects included in the PSDS programme with a budget allocation of £441,140.

A Member noted the budgeted projects set out within the report and questioned when the Sub-committee would be provided with an overview of the entirety of the £9.445m of grant funding and its project allocation. It was agreed that a full breakdown of allocation of the £9.445m would be provided at the next meeting.

**Resolved**, that the report be received, and its content noted.

9. **HERITAGE AT RISK REGISTER (HARR) REPORT 2020**

The Sub-committee received a report relating to a Historic England annual register of statutorily protected heritage sites, which it regards as being 'most at risk of being lost through neglect, decay or inappropriate development'. The report explained the circumstances for the City Corporation's eight heritage assets included on the register and set out plans of action to be implemented to eventually remove those properties the City Corporation wholly or partly owns from the HARR.

The Chairman stressed the importance of the City Corporation removing its historic assets from the register. A Member noted the split ownership of certain assets and questioned whether maintenance cost would be split equally for these assets also. It was explained how it would not be a one size fits all approach, with certain assets having multiple owners, including the City, and each with differing areas of responsibility. It was agreed the question would be taken away and officers would come back to the Sub-committee offering clarity on this point.

**Resolved**, that the report be received, and its content noted.

10. **2020/21 ENERGY PERFORMANCE Q4 UPDATE**

The Sub-committee received a report presenting the 2020/21 quarter 4 energy performance for City Corporation operational sites.

It was highlighted to Members how the City Corporation had seen a significant reduction of 22% in energy consumption and 28k tonnes of CO2 emissions compared to the previous year, which was partly through the impacts of the pandemic and a bounce back was expected as buildings begin to re-occupy again.

A Member questioned whether energy reduction was expected to continue seeing an improvement on previous years even after properties begin to reoccupy. It was noted that the rate was likely to see an increase as properties begin to reoccupy, but with an overall reduction expected to remain.

A Member questioned whether it was possible to calculate added energy costs as a result of the pandemic e.g. through increased air circulation being needed. It was explained how it was difficult to monitor usage in each area without metering in place and only a rough figure could be estimated.

**Resolved**, that the report be received, and its content noted.

**11. CYCLICAL WORKS PROGRAMME - 2020/21 OUTTURN REPORT**

The Sub-committee received a report providing an overview of the progress and expenditure of the current Cyclical Works Programmes (CWP 17/18, CWP 18/19 and CWP 20/21) at the end of quarter 4.

The Chairman reminded Members that any new Cyclical Works Programme bids under the new single year process would require separate costing and revised bids to Resource Allocation Sub-committee. It was confirmed to Members that figures for the Cyclical Works Programme were currently being worked through with the Chamberlain and that a report would follow in due course giving a true picture of what was required next year.

A Member remarked on the Cyclical Works Programme showing a total uncommitted balance across previous years of nearly £20m and it was suggested winding these programmes down and moving them into the annual Cyclical Works Programme. It was agreed to look at the impact of this proposal and report back to Members.

A Member noted the temporary transfer of funds from City's Cash to City Fund to fund works at Golden Lane, with this funding to be returned when budgets allowed for it. It was questioned which project this referred to and when money could be expected to return. The City Surveyor agreed to consult with relevant colleagues on that point a come back to the Member.

A Member added that, where there was underspend on a completed project, departments should be congratulated on bringing these in under budget. It was agreed to draw out underspends in future reporting to make it clear to Members where a saving had been achieved.

**Resolved**, that the report be received, and its content noted.

**12. SECURITY UPDATE**

Members noted that there were no significant security updates to bring forward at this time.

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

There were no questions.

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

**a) Guildhall Chilling Plant Replacement / Steam Humidification Plant Replacement (circulated as a separate pack)**

The Sub-committee considered a Gateway 2 Issues Report updating on these two projects that had previously been considered separately but having now been combined for delivery.

A Member acknowledged the recommended option 2 but questioned how the City Corporation could ensure maximum use out of the chillers if the Guildhall



Masterplan was implemented. Would it be possible to repurpose these as part of the Masterplan to achieve full value out of what Members were being asked to approve. It was highlighted to Members that a key consideration would be the cost of putting in a temporary unit whilst awaiting implementation of the Guildhall Masterplan.

The Chairman remarked on the Guildhall Masterplan not yet having been agreed and there being a danger of the chiller system failing during any interim period.

A Member raised concern that the North Wing Chiller system needed replacing given the refurbishment had not been completed that long ago.

The City Surveyor responded remarking on the continued ambiguity with the Guildhall Masterplan through ongoing applications to Historic England relating to parts of North Wing and West Wing and also consideration of whether to refurbish or to undertake a complete raze from the ground exercise. It was explained how occupancy levels had increased significantly in the North Wing since the refurbishment in 2006 with the existing system struggling to cope as a result. There were also a number of projects and recommendations in the pipeline looking to achieve net zero carbon as part of the Climate Action Strategy and also looking to achieve increased air circulation following impacts of the pandemic.

The Chairman remarked on the report being presented at Gateway 2 at this point and it was suggested Members' concerns of spending money now only for the system to be scrapped later could be covered as part of a Gateway 3 report. The Chairman clarified that what Members were being asked to agree today was a relocation of energy reduction funding.

**Resolved**, that Members: -

- Agree that that the Humidification Plant Replacement Project be closed.
- Agree to the reallocation of the Energy Reduction Programme – Phase 1 funds (£233,000) to fund the chiller plant replacement project.

15. **EXCLUSION OF THE PUBLIC**

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

16. **NON-PUBLIC MINUTES**

The non-public minutes of the previous meeting held on 28<sup>th</sup> April 2021 were approved as an accurate record.

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

The Sub-committee received a report of the Town Clerk which provided information on outstanding actions from previous meetings.

18. **GUILDHALL - GREAT HALL INTERNAL HEALTH AND SAFETY AND RESTORATION WORKS**

The Sub-committee considered a Gateway 3 / 4 options appraisal report relating to Guildhall – Great Hall Internal Health and Safety and Restoration Works.

19. **SECURITY ENHANCEMENTS/SECURITY CROSS CUTTING - GUILDHALL, BARBICAN CENTRE, CENTRAL CRIMINAL COURT & MANSION HOUSE GATEWAY 6**

The Sub-committee considered Gateway 6 Outcome Report of the City Surveyor relating to Security Enhancements/Security Cross Cutting – Guildhall, Barbican Centre, Central Criminal Court & Mansion House.

20. **SMITHFIELD COMMERCIAL OFFICES: COVID ARREARS RECOVERY AND ACTION TO SUPPORT FUTURE LETTINGS.**

The Sub-committee considered a report of the City Surveyor relating to Smithfield Commercial Offices: COVID arrears recovery and action plan to support future lettings.

21. **DELEGATED AUTHORITY REQUEST - DISPOSAL OF PARK VIEW BUNGALOW, EPPING FOREST**

The Sub-committee considered a report relating to the disposal of Park View Bungalow, Epping Forest.

22. **ORACLE PROPERTY MANAGER (OPN) REPLACEMENT - GATEWAY 5 REPORT - AUTHORITY TO START WORK**

The Sub-committee considered a report of the City Surveyor relating to an Oracle Property Manager Replacement.

23. **FINSBURY CIRCUS GARDEN REINSTATEMENT - GATEWAY 3 REGULAR PROGRESS REPORT**

The Sub-committee received a Gateway 3 Regular Progress Report of the City Surveyor.

24. **NON-PUBLIC APPENDIX TO BE READ IN CONJUNCTION WITH ITEM 7: CAPITAL AND CWP ANNUAL PROGRESS REPORT**

The Sub-committee received a non-public appendix to be read in conjunction with item 7 on the agenda.

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

A Member expressed their concern with the number of supplementary packs circulated for the meeting and the late papers provided. A Member added that only urgent items should be circulated following publication of the agenda. It was stressed how organisation of the agenda was important in helping with the smooth running of the meeting. The Chairman welcomed the helpful comments and confirmed he would look to engender discipline for this Sub-committee moving forward.

**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

**27. TARGET OPERATING MODEL PROPOSAL - CITY SURVEYOR'S DEPARTMENT**

The Sub-committee considered a report of the City Surveyor putting forward Target Operating Model proposals for City Surveyor's Department.

**The meeting ended at 10.42am**

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Chairman

**Contact Officer: Chris Rumbles**  
**christopher.rumbles@cityoflondon.gov.uk**

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**Corporate Asset Sub-Committee – Carry Forward Public Actions**

	<b>Date</b>	<b>Item and Action</b>	<b>Officer responsible</b>	<b>To be completed/ progressed to next stage</b>	<b>Progress update</b>
PO1/2019	30.01.19	<p><b><u>Asset Management</u></b></p> <p>AM recommendations approved by CASC / Finance Committee in April/May 2019, along with the establishment of an officer Operational Property Change Board (OPCB), with delegated responsibility to implement the approved recommendations.</p>	Paul Friend		<p><b><u>ONGOING</u></b></p> <p>UPDATE: Put on hold pending outcome of Governance Review.</p>
PO5/2019	05.06.19	<p><b><u>Sub Committee Terms of Reference</u></b></p> <p>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 Corporate Asset Management Strategy.</p>	Peter Young	At time of the Corporate Asset Management Strategy amendment to terms of reference to be considered.	<p><b><u>ONGOING:</u></b></p> <p>UPDATE: On hold pending the outcome of the Governance Review.</p>
P06/2021	22.06.21	<p><b><u>Cyclical Works Programme</u></b></p> <ul style="list-style-type: none"> <li>• Consideration to be given to the</li> </ul>	Jonathan Cooper		<p><b><u>ONGOING:</u></b></p> <p>Annual CWP bid report is due to be</p>

## Corporate Asset Sub-Committee – Carry Forward Public Actions

		<p>current uncommitted balance across previous years. Look at winding these down programmes and move into the annual CWP.</p> <ul style="list-style-type: none"> <li>Overall figures and an overview of what is required for CWP next year to be given to Members.</li> </ul>			presented to Corporate Asset Sub-committee at the meeting on 30.09.21. Relevant information will be included as part of this annual report.
P07/2021	22.06.21	<p><b><u>Heritage At Risk Register (HARR) 2020</u></b></p> <p>Clarity to be provided regarding multiple ownership of heritage assets and the split of maintenance costs for these properties.</p>	Fiona McKeith / Dan Brown	Update at next meeting.	<p><b><u>COMPLETE</u></b></p> <p>Update note circulated between meetings.</p>
P08/2021	22.06.21	<p><b><u>Public Sector Decarbonisation Scheme (PSDS)</u></b></p> <ul style="list-style-type: none"> <li>Overview of the entirety of the £9.445m of grant funding and project allocation to be provided to Members.</li> </ul>	Chris Spicer / James Rook	To be reported to next meeting.	<p><b><u>COMPLETE</u></b></p> <p>Report on agenda at Corporate Asset Sub-committee on 19.07.21.</p>

## Corporate Asset Sub-Committee: Work Programme 2021

COMMITTEE DATE	19/07/2021	30/09/2021	24/11/2021
<b>SUSTAINABLE MANAGEMENT OF THE CORPORATION'S OPERATIONAL PROPERTY PORTFOLIO</b>			
<b>Corporate Property Asset Management Strategy</b>			Annual Report of Corporate Property Asset Management Strategy 2020/25
<b>City Surveyor's Business Plan</b>	Business Plan 2020/21 Q4 outcome report	Business Plan 2021/22 Q1 outcome report	Business Plan 2021/22 Q2 outcome report Departmental Business Plan 2021/22
<b>City Surveyor's Risk Register</b>	Risk Register 2020/21 Q4 report	Risk Register 2021/22 Q1 report	Risk Register 2021/22 Q2 Report
<b>Facilities Management</b>	Security update Corporate FM - Annual Update Report	Security update	Security update
<b>Portfolio management information</b>		Annual report on Operational Property Portfolio	
<b>Operational Property Review</b> <i>(note individual assets will be reported as declared surplus by service committees) and other disposals</i>	Progress report on Operational Property Review and disposals Woodredon Farm, Epping - disposal options update report		
<b>UPKEEP, MAINTENANCE AND FURNISHING OF OPERATIONAL PROPERTIES NOT WITHIN THE REMIT OF ANOTHER SERVICE COMMITTEE</b>			
	Additional Flag poles at the Guildhall complex	CWP 2022/23 - Annual Bid Report Annual Backlog Maintenance – operational portfolio (excluding housing) report Guildhall and Walbrook Wharf – draft prioritisation of capital bids for 2022/23 Covid Support for tenants at Guildhall and Walbrook Wharf - June quarter 2021/22	CWP Progress Report
<b>RESPONSIBILITY FOR STRATEGIES, PERFORMANCE AND MONITORING INITIATIVES IN RELATION TO SUSTAINABILITY, CLIMATE ACTION and ENERGY/ CARBON REDUCTION</b>			
	Climate Action Strategy – update report	Energy Performance Q1 2021/22 Report	Energy Performance Q2 2021/2022 Report Climate Action Strategy – update report
<b>MONITORING AND ADVISING ON HERITAGE PORTFOLIO and BIDS FOR HERITAGE LOTTERY FUNDING</b>			
		Heritage Estate – Areas of Focus 2021/22 progress report	Annual Report on Heritage Estate

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# Agenda Item 6

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<b>Committees:</b> CWP Peer Review Group Corporate Projects Board Corporate Asset Sub Committee Project Sub Committee	<b>Dates:</b> Urgency Urgency 19 July 2021 23 July 2021
<b>Subject:</b> <b>Walbrook Wharf Roof Replacement</b>  <b>Unique Project Identifier:</b> PV Project ID 12004	<b>Gateway 4 Issues Report</b> Regular
<b>Report of:</b> City Surveyor  <b>Report Author:</b> Dorian Price	<b>For Decision</b>
<h1>PUBLIC</h1>	

<b>1. Status update</b>	<p><b>Project Description:</b> To provide a solution to the water ingress problems on the Walbrook Wharf existing roof and drainage goods which have undergone unsuccessful patch repairs.</p> <p><b>RAG Status:</b> Red; this is due to the delay to programme since G3-5; the project has taken a step back due to potential future development and need to reduce costs. ('Amber' at last report to Committee).</p> <p><b>Risk Status:</b> Low (Low at last report to committee); this is due to risks reducing as a result of surveys and clarification of works.</p> <p><b>Total Estimated Cost of Project (excluding risk):</b> £920,000</p> <p><b>Change in Total Estimated Cost of Project (excluding risk):</b> Decrease of <b>£199,295</b> since last report to Committee; revised scope to reduce cost.</p> <p><b>Spend to Date:</b> £47,913.75</p> <p><b>Costed Risk Provision Utilised:</b> £Nil</p> <p><b>Slippage:</b> Due to a potential future development opportunity at Walbrook Wharf, the project programme at G3-5 was paused, whilst an alternative value engineered option was investigated to downgrade works from roof replacement to patch repairs.</p>
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**Progress and Status Update:**

At Gateway 3-5 the following options were presented to Committees in December 2019 (Project Sub Committee) and January 2020 (Corporate Asset Sub Committee):

- Replacing the roof.
- Repairing the roof.
- Installing Solar PV on the roof.

The option approved was to replace the roof and a detailed scope of works was developed for this option. Surveys were undertaken and a contractor had been procured via compliant tender processes.

However, in February 2020, the project was put on hold due to a potential future development opportunity at Walbrook Wharf.

A revised scope to downgrade works from roof replacement to repairs received approval in July 2020 Corporate Asset Sub Committee. This maintains the roof in line with the medium-term strategy for Walbrook Wharf, approved by Members, which states the end date for leases and service agreements as 2027; the strategy beyond is yet to be determined, but asset is approximately 60 years old and may require significant future investment.

Further condition surveys of the roof were commissioned in November 2020 to provide a snapshot of the current condition and to develop a cost-effective solution to remedy the water ingress issue. The remedy would also need to fit within the medium-term strategy of Walbrook Wharf.

**Revised Programme**

Members are asked to note the revised completion date of July 2022 due to the issues noted above. In addition, there is a need to undertake enabling works for pest control to mitigate annual Seagull nesting and a need to deliver works on site during the generally warmer, drier months:

	<b>Revised Programme</b>	
	<b>Start</b>	<b>Finish</b>
<b>Appoint Consultant</b>	August 2021	August 2021
<b>Surveys, Design development etc</b>	August 2021	October 2021
<b>Procurement, Lead in &amp; Approvals</b>	November 2021	February 2022
<b>Works on site</b>	May 2022	July 2022

A minimal repair approach to some roof areas was carried out by City of London (CoL) Measured Term Contractor, Wates

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	<p>during December 2020 to help mitigate roof leaks during the winter period; repair works were funded through Repairs and Maintenance budget. This entailed application of a single layer waterproofing system over small areas known to suffer from water penetration. These repairs are still insufficient, and leaks have since appeared elsewhere in the building; to be effective the roof requires treatment.</p> <p>With the information obtained through the Condition Survey and the limited success of the repair it has helped to establish a potential lower cost option to alleviate the roof leaks; installation of a layered liquid waterproofing system over the whole roof area.</p> <p>Consultant fees for a Lead Designer/ Project Manager &amp; Quantity Surveyor have been received by CoL to progress the revised scope repairs option to G5. In addition, as a result of the recent surveys and known issues of annual Seagull nesting at the site, a quote for pest control has been obtained to mitigate this risk up to the estimated programme start on site date.</p> <p>Drawdown funding of £85k (from previously approved funding of £920k from the Additional Capital Funds for City Fund Properties) is now requested to get to the next Gateway for the revised scope.</p> <p>Walbrook Wharf Roof Replacement is an approved scheme with funding from the Additional Capital Funds for City Fund Properties.</p> <p>Authority is sought for the G5 to proceed under delegation to Chief Officer, so long as the works tender exercise does not increase the total estimated cost outlined in the Issues Report (£920K).</p>
<p><b>2. Requested decisions</b></p>	<p><b>Next Gateway:</b> Gateway 5 - Authority to Start Work (Regular)</p> <p><b>Requested Decisions:</b></p> <ol style="list-style-type: none"> <li>1. Approve drawdown of <b>£85,000</b> (from previously approved funding of £920k from the Additional Capital Funds for City Fund Properties) for staff costs, fees, survey costs and pest control to reach Gateway 5.</li> <li>2. Approve repair solution option; application of a liquid overlay roofing system with guarantee to overcoat the roof minimising the risk caused by roof coverings, retaining the operational status of the facility until 2027.</li> <li>3. Note the revised total estimated cost of the project at <b>£920,000</b>.</li> <li>4. Note a Costed Risk Provision of <b>£182,700</b>. Further information available in the Risk Register (Appendix 2).</li> </ol>

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	<p>5. Delegated Authority be granted to the City Surveyor to Approve a Gateway 5 Report, on condition total estimated project costs remain within the budget envelope of <b>£920,000</b>.</p> <p>6. Note revised completion date of July 2022.</p>																								
<p><b>3. Budget</b></p>	<p>Enquiries have been made to obtain estimated works costs and inform this report.</p> <p>Due to the large variance in works costs received, ranging from £453k to £920k, it is intended to undertake a competitive tender against a performance specification to obtain best market value. The range in costs obtained can be explained by the large variance in materials costs of different liquid roofing systems. CoL will request a minimum guarantee from suppliers and allow tenderers to propose any system that meets the performance criteria.</p> <p>City Procurement will be consulted to advise on all required procurement activities.</p> <p><b>Additional Drawdown Funding Requested to G5</b></p> <table border="1" data-bbox="528 1041 1437 1765"> <thead> <tr> <th>Item</th> <th>Approved Funds/ Source of Funding</th> <th>Cost (£)</th> </tr> </thead> <tbody> <tr> <td>Staff Costs</td> <td rowspan="7">Additional Resources for City Fund Properties</td> <td>5,000</td> </tr> <tr> <td>Lead Designer/ Project Manager Fees</td> <td>22,500</td> </tr> <tr> <td>Quantity Surveyor Fees</td> <td>11,500</td> </tr> <tr> <td>Mechanical &amp; Electrical Engineer</td> <td>4,000</td> </tr> <tr> <td>Pest Control Fees</td> <td>22,000</td> </tr> <tr> <td>Survey Costs</td> <td>20,000</td> </tr> <tr> <td><b>Total</b></td> <td><b>85,000.00</b></td> </tr> </tbody> </table> <p><b>Total Estimated Cost to G6</b></p> <table border="1" data-bbox="528 1839 1437 2018"> <thead> <tr> <th>Item</th> <th>Cost (£)</th> </tr> </thead> <tbody> <tr> <td>Spend to Date</td> <td>47,913.75</td> </tr> <tr> <td>Funding Requested in GW4 Issues to Reach G5</td> <td>85,000</td> </tr> </tbody> </table>	Item	Approved Funds/ Source of Funding	Cost (£)	Staff Costs	Additional Resources for City Fund Properties	5,000	Lead Designer/ Project Manager Fees	22,500	Quantity Surveyor Fees	11,500	Mechanical & Electrical Engineer	4,000	Pest Control Fees	22,000	Survey Costs	20,000	<b>Total</b>	<b>85,000.00</b>	Item	Cost (£)	Spend to Date	47,913.75	Funding Requested in GW4 Issues to Reach G5	85,000
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	Estimated costs, G5 to G6 (works, fees etc.); calculated as average works estimates above (£920k, £453k) + 14.5% approximately for fees, enabling surveys, statutory permissions.	787,086.25
	<b>Total</b>	<b>920,000</b>
<b>Costed Risk Provision requested for this Gateway: £Nil</b>		
<b>4. Issue description</b>	<p>Walbrook Wharf has water ingress issues which has affected the tenants below causing damage each time heavy rainfall occurs. The roof in its current condition is not fit for purpose.</p> <p>Due to a need to value engineer the scope, a liquid waterproofing system is proposed to help alleviate water ingress. A guarantee for the chosen system will be sought to ensure risks can be managed at least until the end of the medium-term strategy for the site is reached in 2027.</p> <p>A delay to programme has occurred due to the future planning at Walbrook Wharf and a subsequent revision to scope to provide a more economical solution. The project has taken a step back to GW4 to allow project redesign and tendering to progress to G5.</p>	
<b>5. Options</b>	<p>Choices are limited due to the site constraints, method of working and budget that dictate what and how works can be delivered. The options are:</p> <ol style="list-style-type: none"> <li>1. Do nothing; reputational risks, increased maintenance costs, degradation of building fabric due to ongoing water damage, potential failure of building fabric and claims arising from tenants.</li> <li>2. Repair solution; use a liquid roofing solution with guarantee to overcoat the roof minimising the risk caused by roof coverings. Recommended.</li> </ol>	

### Appendices

<b>Appendix 1</b>	Project Coversheet
<b>Appendix 2</b>	Risk Register

### Contact

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<b>Telephone Number</b>	0207 332 1487

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# Agenda Item 7

<b>Committees:</b>	<b>Dated:</b>
Corporate Asset Sub Committee – For decision	19 July 2021
Finance Committee – For Information	20 July 2021
<b>Subject:</b> Guildhall Complex Flagpole Report	<b>Public</b>
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 5,9,10
Does this proposal require extra revenue and/or capital spending?	Y
If so, how much?	£5k for initial feasibility survey to establish full scope and cost.
What is the source of Funding?	City Surveyor’s Guildhall local risk
Has this Funding Source been agreed with the Chamberlain’s Department?	Y
<b>Report of: The City Surveyor and Remembrancer</b>	<b>For Decision</b>
<b>Report author:</b> Dorian Price	

## Summary

During discussion at the April Hospitality Working Party, Members discussed a flag-raising ceremony in September 2021 for Emergency Services Day, noting that Guildhall Yard has only one flagpole and will already have the Pride Flag flying. Members were agreed that the issue of flagpoles at Guildhall needed to be reviewed, with a view to increasing the number, and also indicated that it was possible that funding for this might be available through Finance Committee’s contingency.

Officers have reviewed and provided options and propose that in order to expedite this project, an architect and structural engineer are appointed (estimated cost £5k) to undertake a feasibility survey of the options to ensure wind loading and flagpole fixings are suitable, to establish a cost of installation and to commence consent applications. Officers then propose to report back to Members once the proposal is fully developed with costs, and seek Members preferred option.

This report only covers the proposed location and installation of a flagpole/s. Any decisions about what flags are flown is not part of this report.

## Recommendations

All Members are asked to:

- Note the report.
- Approve that a more detailed feasibility survey will be undertaken at an estimated cost of £5k to be met from the City Surveyor’s Guildhall local risk budget to clarify options and identify the most suitable location, to ensure wind

loading and flagpole fixings are suitable, to commence pre-planning application discussions and to determine the final cost of all options.

- Note that officers will then report back to Members once the proposal is fully developed with costs, and seek Members preferred option.

**Finance Committee Members are asked to:**

- Note that once full costs are established, a request will be made to Finance Committee, seeking funding for this project and whether this is available through your committee's Contingency.

## **Main Report**

### **Background**

1. Flags are a very British way of expressing joy and pride and at Guildhall, flags have been flown to support a wide range of national, sub-national, community and international events.

### **Current Position**

2. There are currently 4 flagpoles at Guildhall complex:
  - i. 2 x Projecting Flagpoles - projecting from the side of the North Wing entrance.
  - ii. 1 x Projecting Flagpole - projecting from the side of the Livery Hall entrance on Basinghall Street.
  - iii. 1 x Vertical Flagpole – located in the centre on the Dance Porch roof, overlooking Guildhall Yard.
3. A flag flying ceremony is due to take place in Guildhall Yard in September 2021 for Emergency Services Day at a time when the flagpole overlooking the Yard will already have the Pride Flag flying.
4. Current permissions allow one flag flying on a vertical flagpole on the roof of a building and one flag within the grounds or gardens of the building without consent (subject to standard restrictions). However, planning and Listed Building consent will be required to have a further flag/s on a flagpole.

### **Options**

All options are subject to a site survey and perhaps due to current Covid times, the companies approached have been slow to respond and have also requested substantial and detailed information before they are willing to visit Guildhall. However, officers have also discussed options with Julian Harrap Architects LLP, who are currently CoL architects for the St Lawrence Jewry Project and who have experience of flagpole installation on historic buildings.

- Option 1 -- 2 x Vertical Flagpoles situated on either side of the current centre flagpole on the Dance Porch roof. This may raise issues given the listed status of the building.
- Option 2 – 1 or 2 x Vertical Flagpoles located around the edge of the pond at West Wing. This option would not be available until the completion of the St Lawrence Jewry Church refurbishment project circa July/August 2022.



- Option 3 – 1 or 2 Ground Mounted Flagpoles in Guildhall Yard – May have an effect on vehicle access, depending on location i.e. close to Dance Porch. When windy, cable and flapping hardware clanging against the pole may be annoying for neighbours e.g. the Vicar of St Lawrence Jewry.

## **Proposals**

5. Officers propose to explore each option and then report back to Members once the proposal is fully developed with costs, and seek Members preferred option.
6. Officers further propose that Julian Harrap Architects LLP and a structural engineer undertake a feasibility survey of the options to ensure wind loading and flagpole fixings are suitable, to establish a cost of installation and to prepare consent applications.
7. The cost of the feasibility survey, estimated at £5k, will be funded from City Surveyor's Guildhall Complex Local Risk Budget.

## **Corporate & Strategic Implications**

8. With the installation of 1 or 2 extra flagpoles, the City could fly multiple flags, when the need arises, to support a wide range of national, sub-national, community and international events whose foreign delegations we wish to recognise.
9. The proposals align with the Corporate Plan outcomes.

## **Conclusion**

10. Members are asked to approve that a more detailed feasibility survey will be undertaken at an estimated cost of £5k to be met from the City Surveyor's Guildhall local risk budget to progress options to undertake a feasibility survey of the options to ensure wind loading and flagpole fixings are suitable, to establish a cost of installation and to prepare consent applications.
11. Officers will then report back to Members once the proposal is fully developed with costs, and seek Members preferred option.
12. This report only covers the location and installation of a flagpole/s. Any decisions about what flags are flown is not part of this report.

## **Appendices**

- Appendix 1 – None

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Guildhall Manager

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# Agenda Item 8

<b>Committee(s)</b>	<b>Dated:</b>
Property Investment Board Corporate Asset Sub (Finance) Committee	16 July 2021 19 July 2021
<b>Subject:</b> Business Plan 2020-25 Quarter 4 2020/21	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>4, 7, 12</b>
<b>Does this proposal require extra revenue and/or capital spending? N/A</b>	<b>N</b>
<b>If so, how much? N/A</b>	<b>N/A</b>
<b>What is the source of Funding? N/A</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department? N/A</b>	<b>N/A</b>
<b>Report of: The City Surveyor (CS 205/21)</b>	<b>For Information</b>
<b>Report author:</b> John Galvin / Faith Bowman Business Performance and Improvement	

## Summary

This report provides Members of Property Investment Board (PIB) and Corporate Asset Sub (Finance) Committee (CAsC) details of progress in quarter 4 (January to March) 2020/21 against the 2020-25 Business Plan as well as an update on the commercial property market and a financial statement.

At the time the Business Plan 2020-25 was approved by committees (PIB in December 2019 and CAsC in January 2020), it was envisaged to monitor all the seventeen Key Performance Indicators (KPIs) using the Red Amber Green (RAG) assessments. As reported in the quarter 3 update, the Covid-19 pandemic has shifted the department's priorities. There has been greater focus on tenant retention, maintaining key sites, and the delivery of essential services. Consequently, whilst we are reporting all our measures, we are not associating a RAG judgement against four KPIs.

Despite the headwinds generated by the Covid-19 pandemic, the department has continued to perform well. The last 12 months have been extremely challenging, and the continued delivery of our core services – the safe operation of our sites, the management of our assets, the delivery of key projects, the management of our investment estate, support to at risk commercial tenants during lockdown and the promotion of the City - is a testament to the commitment and drive of our staff whilst in a global pandemic.

Of the seventeen KPIs that are being monitored, nine were assessed as green (on target), three indicators failed to meet their targets, four measures did not have a RAG assessment due to the Coronavirus pandemic. One final measure (MSCI outperformance) will be reported in July but was not available at the time of writing this report.

The three indicators that did not meet their target were each significantly impacted by external factors:

- KPI. 1 – Asset realisation and additional income (CAsC)
- KPI. 5 – Adherence to Budgetary Spend Profiles (CAsC and PIB)
- KPI. 6 – Capital Projects – defects on completion (CASC and PIB)

### **Recommendation(s)**

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 a quarterly report on the progress made during quarter 4 (January – March) compared to the 2020-25 Business Plan.

#### **Current Position**

2. This report provides the latest budget information which is set out in Appendix A and performance indicator table in Appendix B. Furthermore, charts that your Committee are particularly interested in are included in Appendix C. Commentary on the investment market has been included in Appendix D.
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. This includes a specific appendix on risks relating to Covid-19.

#### **Financial statement**

5. Appendix A reveals that at the end of 2020/21, the City Surveyor was £46,000 underspent against his local risk budget of £31.7m (0.1%).
6. Significant savings were delivered on the Guildhall Complex, largely driven by its part-closure and low occupancy throughout the year. This was partially offset by additional new expenditure to make the site Covid-19 compliant for the return to the office. The overall underspend was also offset by reduced professional fee income from property deals; and the need to recoup the 2019/20 overspend. The planned Fundamental Review saving, relating to a facilities management reorganisation, was not achieved as it was put on hold by Establishment Committee pending the Target Operating Model review.
7. The City Surveyor has largely incorporated the 12% savings target in his original budget for 2021/22, meaning there is little scope to absorb any unforeseen expenditure in 2021/22. Consequently, budgets will be closely monitored to ensure net expenditure comes in on target.

**Quarter 4 2020/21 update  
Coronavirus**

8. Ordinarily the department would report a RAG status against all its seventeen KPIs. This is based upon outturn against target, or expected, performance. The Covid-19 pandemic has altered our capacity to target set many of our measures, particularly in relation to the investment estate. The current level of uncertainty is such that it is not possible to accurately predict what ‘good’ performance looks like.

9. Many KPIs were impacted by Covid-19 as detailed below.

- KPI. 1 – Asset realisation and additional income
- KPI. 3 – Space utilisation
- KPI. 5 – Adherence to budgetary spend profiles
- KPI. 6 – Capital Projects delivery – defects on completion
- KPI. 11 – Rental forecasts
- KPI. 12 – Minimise arrears
- KPI. 13 – Minimise voids
- KPI. 16 – Delivery of strategic utility infrastructure
- KPI. 17 – Supporting the retention of inward investment of business

10. The department has been tracking an additional performance measure whilst the coronavirus situation continues. This indicator relates to the productivity of our project sites, and compares this to national average, taking into consideration compliance with site operating procedures for Covid-19.

Results for the quarter were: Jan – 82%, Feb – 83% and March – 93%. The national average for the period 80%.

11. Members will note the inclusion of the thematic Covid-19 risk register as part of your regular Risk Report (CS 215/21). This includes specific risks relating to the impact on our investment property returns and site productivity.

**Performance**

12. A 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 4.

Status <sup>1</sup>	Green	Amber	Red	No RAG	TBC
Corporate Asset Sub Committee	9		3	1	
Property Investment Board	6		2	3	1

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

Overall <sup>2</sup>	9		3	4	1
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13. Of the seventeen KPIs being monitored, three KPIs were behind their respective targets at year end.

- A. KPI. 1 – Asset realisation and additional income (CAsC)  
Target £3.1m, achieved £1.7m

The objective of this measure is to achieve receipts (capital and projected income) for property assets identified as surplus to requirements.

As reported in the quarter 3 update, Covid-19 has had a significant impact on generating additional income from tenant lease events and new lettings. This has resulted in the original target not being met. For most cases, existing lease events and new lettings are expected to be rolled over and progressed in 2021/22, either as stand-alone events or as part of repayment plans to be agreed with tenants (for example lease expiries).

- B. KPI. 5 – Adherence to budgetary spend profiles (CAsC and PIB)  
Achieving the agreed tolerance of 95% - 105% of revised budget, achieved 93.4%.

This target was only slightly behind target for the year. Due to the economic impact of Covid-19 and subsequent reduced income revenue generation, the City Surveyor was tasked by the Chamberlain to review current programmes of work. This was to level the expenditure in the Cyclical Works Programme, smoothing some of the spend into a 'fourth' year to reduce the impact of committed expenditure within the next two years. This is reflected in the slightly reduced outturn for 2020/21.

- C. KPI. 6 – Capital Projects delivery – defects on completion  
Target of under 20%, achieved 52%

Objective of this indicator is to measure the response time for contractors addressing the defects from the point of the defects are reported

As a result of revised Site Operating Guidelines (including social distancing requirements), the scarcity of labour, and unavailability of materials, the pace of resolving project defects has slowed.

### Strategic implications

14. The work of the department supports the delivery of the organisation's Corporate Plan. The impact of Covid-19 has been keenly felt in our ability to generate income on behalf of the organisation. The department will continue to work hard to minimise the negative impacts of this issue.

<sup>2</sup> Some KPIs relate to both PIB and CAsC. Therefore, row indicating KPIs overall is not a total of the PIB and CAsC rows.

## **Data Quality Assurance**

15. The City Surveyor is satisfied the data collected for the governance of projects, monitoring of the department's business plan and other objectives is consistent, high quality, timely, comprehensive and supports good decision making within the department.

## **Conclusion**

16. The City Surveyor's Department has continued to effectively manage the City of London's property assets in a challenging environment.

17. The Covid-19 pandemic shifted the department's priorities and there has been greater emphasis on tenant retention. The department also worked hard to ensure the continued operation of key sites during the period of Covid-19 shutdown

## **Appendices**

- Appendix A – Budget Monitoring Statement
- Appendix B – KPI Tables
- Appendix C – Headline Performance Charts
- Appendix D – Market Commentary

**John Galvin**

**Faith Bowman**

Business Performance and Improvement

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# Agenda Item 9

<b>Committee(s)</b>	<b>Dated:</b>
Property Investment Board – For information Corporate Asset Sub (Finance) Committee – For information	16 July 2021 19 July 2021
<b>Subject:</b> City Surveyor’s Departmental Risk Register – Update	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	<b>5</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of: City Surveyor (CS 215/21)</b>	<b>For Decision</b>
<b>Report authors:</b> 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.

The City Surveyor department currently has four risks on its Departmental Risk Register (Appendix 1). The department is also managing three additional risks – two red, and one amber – in response to Covid-19 (Appendix 2).

The red risks currently being managed by the department in response to Covid-19 are:

- CVD19 SG PROP 01 – Impact on investment portfolio  
Current risk score 16 (Red)
- CVD19 SG PROP 02 – Property projects  
Current risk score 16 (Red)

This Committee has previously seen the risks relating to the City Bridges. These risks will now be reported through to the Bridge House Estates Board.

## Recommendation(s)

Members are asked to:

- Note the report, and the actions taken within the City Surveyor Department to effectively monitor and manage risks arising from our operations.

## **Main Report**

1. The Risk Management Strategy 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 (CAcC) has determined that they will receive the City Surveyor's risk registers on a quarterly basis.
2. This report separates the overall departmental risk register (Appendix 1) and the departmental responsibilities in relation to Covid-19 (Appendix 2).
3. Risks are reviewed regularly by the department's Senior Management Team (SMT) in line with the organisation's Risk Management Framework (RMF). Risks are assessed on a likelihood-impact basis, and the resultant score is associated with a traffic light colour.
4. Should any changes occur between formal meetings a process exists such that risks can be captured, assessed, and mitigating activities captured. This ensures that the risk management process remains 'live'.

### **Current Position**

5. The City Surveyor Departmental Risk Register currently contains four amber risks. The details of each of these are included in Appendix 1.
6. The City Surveyor continues to monitor its risks associated with Covid-19 reporting to the thematic governance group. The department has three risks being monitored by the group (Appendix 2). Risks relating to Covid-19 are regularly reported through to the Audit and Risk Management Committee.

### **Changes since last review**

7. The risk SUR SMT 003 – A fall in property performance (Amber – 12) has been re-elevated to the Departmental Risk Register from the Group (Divisional) Risk Register. This risk had been de-escalated in early 2020 as the department focussed on the immediate actions to manage the risks associated with Covid-19 on our investment estates. As the focus of the department moves to the longer-term, this risk has been re-elevated.

Reflecting the changed post-pandemic world, the focus of this risk is on new working styles and how this may affect our income generation. As the department further analyses this risk, we anticipate capturing further mitigating actions.

8. Risk SUR SMT 001 – Climate Action Strategy (Amber – 8) is being reported to Committee for the first time this period. This replaces the earlier Carbon Descent Plan. As noted in the register there are four workstreams (Investment Property, Corporate Property, Capital Projects and Resilience) that are in the process of mobilisation.

9. Risk SUR SMT 002 – Insufficient budget to meet user and asset demand at Guildhall (Amber – 6) has had its risk score reduced. One of the impacts that was being managed through this risk related to employee productivity. As the City Corporation builds more resilient IT networks, and as remote working becomes more familiar for staff, this particular impact is diminished. This has been reflected in lowering the impact in the ‘current risk score’ from ‘major’ to ‘serious’.
10. The risk SUR SMT 016 – Health and Wellbeing of Staff (Green – 4) has had its risk score reduced. This is now aligned with the target and consequently this risk has been de-escalated from the Departmental Risk Register. The risk focussed on the wellbeing of staff over the extended lockdown period. Directors and the City Surveyor are content that, through the delivery of mitigating activities, the risk score could be reduced.
11. Following a successful negotiation, the non-public risk, as reported to PIB on 17 March and CAsC on 28 April, has been closed.
12. The department is aware of emerging trends in construction and project costs. These have the potential to increase costs for these activities. The department is in the process of gathering further intelligence on the impact of this risk and will report formally to Members in the next quarterly report.
13. The department continues to manage the thematic Covid-19 risks (Appendix 2) and discussions are held frequently with the risk owners to ensure that our information remains current. These risks will continue to be monitored to assess any impact following the next stage of lockdown easing.
14. The department manages the risks associated with repairs and maintenance on the City Bridges. These risks will now be reported through to the recently created Bridge House Estates Board. These risks have been presented to both CAsC and PIB over the last few years.

## **Heatmap**

15. 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 public departmental risks (left). This relates to the information presented in Appendix 1 (departmental) and Appendix 2 (Covid-19) risks. A comparison with the those presented at the last report (March) is included as the table on the right. Risks relating to the City Bridges (as previously reported to this Committee) have been excluded from both Heatmaps.
16. The Heatmaps do not track individual risks over time, rather it is a snapshot comparison of the overall risk profile. Interestingly the overall profile of the department’s risks has remained the same between March and July, despite the changes outlined in paragraphs 7 to 10.

	Minor	Serious	Major	Extreme
Likely			2	
Possible		1	1	
Unlikely			3	
Rare				

Table 1: July 2021 Risk Heatmap

	Minor	Serious	Major	Extreme
Likely			2	
Possible		1	1	
Unlikely			3	
Rare				

Table 2: March 2021 Risk Heatmap (excluding non-public risk)

## Conclusion

17. 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 and the organisation's RMF.

## Appendices

- Appendix 1 – Departmental risk register
- Appendix 2 – Covid-19 thematic risk register

## Background Papers

- The City Surveyor – The City Surveyor's Departmental Risk Register – March Update (CS 072/21)

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

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<b>Committee</b>	<b>Dated:</b>
Corporate Asset Sub-Committee	19 <sup>th</sup> July 2021
<b>Subject:</b> General FM Update Report	Public
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	Shape outstanding Environments – Our spaces are secure, resilient and well-maintained
<b>Does this proposal require extra revenue and/or capital spending?</b>	N
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b> City Surveyor	For Information
<b>Report author:</b> Alison Bunn, Head of Facilities Management, City Surveyors	

## Summary

The following report gives an update on the key workstreams undertaken by the Corporate Property Facilities Management (CPFM) team during the year 2020/21.

The Guildhall is not included in this report as a similar report was presented to this committee on the 28<sup>th</sup> April 2021 that described the work undertaken across the Complex, during this period

## Recommendation(s)

Members are asked to:

- Note the contents of this report

## Main Report

### Corporate Property Facilities Management

1. Successfully worked in an agile and flexible way and adapted to the differing COVID restrictions and environment.
2. Ensuring operational buildings were compliant and safe throughout the pandemic by keeping maintenance, cleaning and security up to date, amending the service where required.
3. Supporting our FM clients throughout the pandemic, including site visits, assisting the businesses to get Covid-secure by assessing risk assessments, installing equipment such as screens and amending cleaning regime.

4. Reviewing and signing off all the business focussed maintenance information to support the efficiency savings.
5. Professional development of the team; including 2 members coming to the end of their IWFM Level 4 qualifications, 2 staff have been acting up (maternity cover) during the year providing great experience and another 2 seconded positions.
6. Creation of a process for decontamination cleans in buildings that have a Covid-19 case including a thorough reviews of the RAMs for the decontamination clean itself
7. Ensure that all buildings were closed in a safe and statutory complaint way keeping them secure and crime free
8. Creation of a return to service tracker incorporating each of our FM suppliers to identify what is required to bring buildings back into service
9. Carry out ongoing and deep cleaning throughout premises, including disinfecting IT equipment like phones and keyboards
10. Verification of a premises risk assessment to ensure that buildings have met all the checklist criteria to ensure they are being opened in a safe and secure way
11. Ensuring our contractors are working in line with the latest Government Guidance in relation to cleaning our properties
12. Produced detailed guidance on ensuring water safety when buildings are brought back into operation
13. Create an FAQ's document for each FM contractor to highlight the key areas that are being undertaken by them including working practices, RAMS and use of PPE

#### **Computer Aided Facilities Management System (CAFM)**

14. The retender of the Computer Aided Facilities Management System (CAFM) was completed during Q1 and Q2 of 2021/22 with the evaluation process and contract award concluded.
15. Once the system, which is due to go live in November 2021, the City will benefit from improved building management processes and data achieved by workflow automation. Additionally, the new system has expanded capabilities beyond that of the current system which will assist the City Surveyors Department deliver its objectives in relation to carbon reduction, forward maintenance plans and cyclical project work.
16. Furthermore, a financial saving of £372k will be experienced over 5 years when compared to the current CAFM system. Future system capabilities

enable the implementation of the Internet of Things (IOT) and sensory devices resulting in the City having a fully contemporary CAFM system which supports industry technological advancements and the movement towards remote building management. Agreement to proceed with the tender was authorised at this committee in September 2020.

### **Efficiency Savings**

17. Throughout Q3 and Q4 of 2020/21 the FM Team worked closely with its three Category A Suppliers (Building Repairs and Maintenance (BRM), Security and Cleaning to deliver efficiency savings of £1.3m per annum. The efficiencies have been delivered from April 2021 meaning full realisation throughout the 2021/22 financial year. The full savings programme was delivered to this committee in April 2021.

### **COVID-19 Contract Management**

18. Throughout the year the Contract Management Team worked closely alongside its Corporate Suppliers to rationalise services and align delivery to operational requirements. This included extensive use of the Government's Furlough Scheme and the redeployment of resources to obtain maximum efficiency without impacting statutory obligations, standards and best practice.

19. The impact was most notable across the Cleaning Services where 123 contract variations were administered resulting in an annual saving of £1.5m in core cleaning services compared to 2019/20.

20. Contractor performance has been consistent throughout the year with every month the KPI's scored achieving over 90% with the average for the year being 92.53%, this is comparable to the previous year of which the average annual performance was 91.89%. Further details on the month on month scores are provided in Appendix 1.

### **Health and Safety - Property**

21. Policies on Asbestos, Fire, Working at Height and Control of Contractors were reviewed and new guidance produced for Premises Controllers and on installation of Fast and Rapid Vehicle Battery Chargers (The "charger guidance" is the first such guidance in the UK and has now been adopted by LFB as their recommended standards).

22. The team was key in responding to the COVID -19 pandemic. Their work involved reviewing numerous COVID property risk assessments and several contractors COVID Risk Assessment and Method Statement (RAMs). The team also assisted sites such as the Guildhall and Walbrook Wharf with drafting return to work procedures and revised fire evacuation procedures.

23. With the reopening of sites, the team undertook visits to ensure compliance with COVID risk assessments and produced schedules for addressing increased legionella risks posed by less populated or temporarily closed sites.

24. The team developed check lists for assessing contractors COVID -19 risk assessments and property COVID-19 risk assessments. They also produced

process maps for safely dealing with people who were symptomatic on Corporation sites and responding to a member of staff who had a positive lateral flow test.

25. Tenders were issued and appointments made for two fire risk assessment consultants and a housing asbestos analytical consultancy.
26. The Team investigated significant a number of incidents over the last 12 months for example:
  - a. Pressfords unsafe working at height at Tower Bridge
  - b. Small electrical fire at Walbrook Wharf
  - c. Concrete falls within the General Market Basement
  - d. Failure to correctly test eyebolts at Central Criminal Court
  - e. A demolition operative fall from height at Barking Power Station
27. The Team were also closely involved in investigating, creating specifications and subsequent removal and repair of the collapsed concrete canopy and glass canopy panel failure at Smithfield Market
28. Despite COVID restrictions, the team completed 80 Fire Safety Compliance audits, 32 legionella and asbestos audits and a small number of Dangerous Substance and Explosive Atmosphere audits. They also completed 100% of audits on high risk water systems such as Cooling Towers.
29. The Team oversaw the use of new wireless thermal monitoring technology to target legionella issues with great success in identifying causations and identifying subsequent solutions
30. The Team delivered an asbestos awareness course and ran online fire door, fire management and fire strategy briefings
31. The Team took on its first Apprentice

## **Appendices**

- Appendix 1 – Contractor KPI Performance Apr1 2020 – Mar 2021

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<b>Committee(s)</b>	<b>Dated:</b>
Corporate Asset Sub-Committee (CASC)	July 2021
Subject: CAS NZ1, NZ3 and RS3 Workstream update for the Operational Portfolio	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	5,11 & 12
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	£1.525m (first 12 months)
What is the source of Funding?	CAS Budget
Has this Funding Source been agreed with the Chamberlain’s Department?	Yes
Report of: The City Surveyor	For Decision
Report author: James Rooke	

### Summary

This report presents an update on the key actions of the operational buildings workstreams as part of the climate action strategy (CAS).

### Recommendation(s)

- Note the progress of the report
- Support the recommendation for accelerated recruitment of key resources

### Main Report

#### Background

The CAS buildings strategy was presented at the April Sub Committee with a series of discrete actions which conjoin to deliver the CAS strategy NZ1, NZ3 and RS3 for the Corporate buildings portfolio – including housing. These actions can be summarised as follows:

#### **NZ1 - Corporate Property and Housing Landlord Areas**

1 - Commission building energy surveys – Corporate assets & Housing
2 - Develop building controls management strategy
3 - Enhance monitoring and targeting programme
4 - Decarbonisation of Heat
5 - Deep fabric retrofit pilot – Commercial asset
6 - Additional energy specialist resources
7 - Capital programme roll-out

#### Status

1 - Commission building energy surveys – Commercial assets	
Delivery Progress	<b>Corporate:</b> To accelerate progress the capital element of the surveys are being delivered through the Retrofit

	<p>accelerator framework in series with the Public Sector Decarbonisation Fund work funded by BEIS. This will address capital opportunities with supporting business case at the top 15 sites identified (appendix 1)</p> <p>Advantages:</p> <ul style="list-style-type: none"> <li>• Immediate mobilisation through existing framework</li> <li>• Performance Guarantees</li> <li>• Direct procurement and construction route through OJEU approved framework</li> <li>• No cost</li> </ul> <p>Further work on operational improvement will be required and this will be delivered in-house as resource is on-boarded as part of the approved outsource resource plan outlined in action 6 (appendix 2).</p> <p><b>Housing:</b> Initial strategy paper completed identifying main focus areas and priorities with stakeholder engagement workshops have been concluded.</p>
Next step	<p>Resource requirement to be addressed through service procurement approach – Action 6</p> <p><b>Corporate:</b> High Level Surveys will begin in early August for progression to Investment Grade surveys in December</p> <p><b>Housing:</b> Commission detailed technical evaluations through survey work to identify cost/benefit analysis</p>
Outcome	Investment grade proposals with performance guarantees

<b>2 - Develop building controls management strategy</b>	
Delivery Progress	<p>Smart buildings pilot platform out to tender.</p> <p>BMS upgrade project in gateway</p> <p>Soft market testing begun for integrated battery/smart buildings offer</p>
Next step	Resource requirement to be addressed through service procurement approach – Action 6
Outcome	<p>A future ready BMS</p> <p>A pilot smart buildings pilot for proof of concept – March 2022</p>

<b>3 - Enhance monitoring and targeting programme</b>	
Delivery Progress	The TEAM Sigma software has been procured as is being rolled out for completion of Beta testing in September 2021
Next step	Resource requirement to be addressed through service procurement approach – Action 6
Outcome	Enhanced diagnostic data reporting to drive active reduction initiatives

<b>4 - Decarbonisation of Heat</b>	
Delivery Progress	<p>Citigen - 4MW of heat pumps due to be installed December 2021 – Eon estimate 25% carbon reduction</p> <p>Corporate estate – Capital works assessment being undertaken by PSDS partners – further consultancy work will be required to develop</p> <p>Housing – Additional consultancy work will need to be commissioned as part of the programme</p>

Next step	Resource requirement to be addressed through service procurement approach – Action 6 Identify additional funding streams for decarbonisation support Continue with Citigen decarbonisation studies prior to review period in 2024 Undertake review of housing opportunity
Outcome	A long-term outline costed plan for decarbonisation of heat with associated funding model

5 - Deep fabric retrofit pilot – Commercial asset	
Delivery Progress	This project will be a proof of concept to inform our wider design and resilience standards. Scoping and delivery will be driven by the dedicated design resource
Next step	Resource requirement to be addressed through service procurement approach – Action 6
Outcome	A beacon project for the square mile which will inform design standards and policy

6 - Additional energy specialist resources	
Delivery Progress	It has been identified and agreed that the current Energy and Sustainability Management Team require an additional 9 specialist resource to meet the demands of the City Surveyor's work streams. To meet these requirements a service partner tender has been produced and is currently at the market place. This resource is also to address the NZ3 and RS3 work streams plus the Investment portfolio (NZ4) approach. In addition, a request has recently been submitted to accelerate the appointment of two key Energy Engineering Project Managers as fixed term contracts for 2 years.
Next step	Resource requirement to be addressed through service procurement approach – Action 6
Outcome	A skilled team that provides continuity

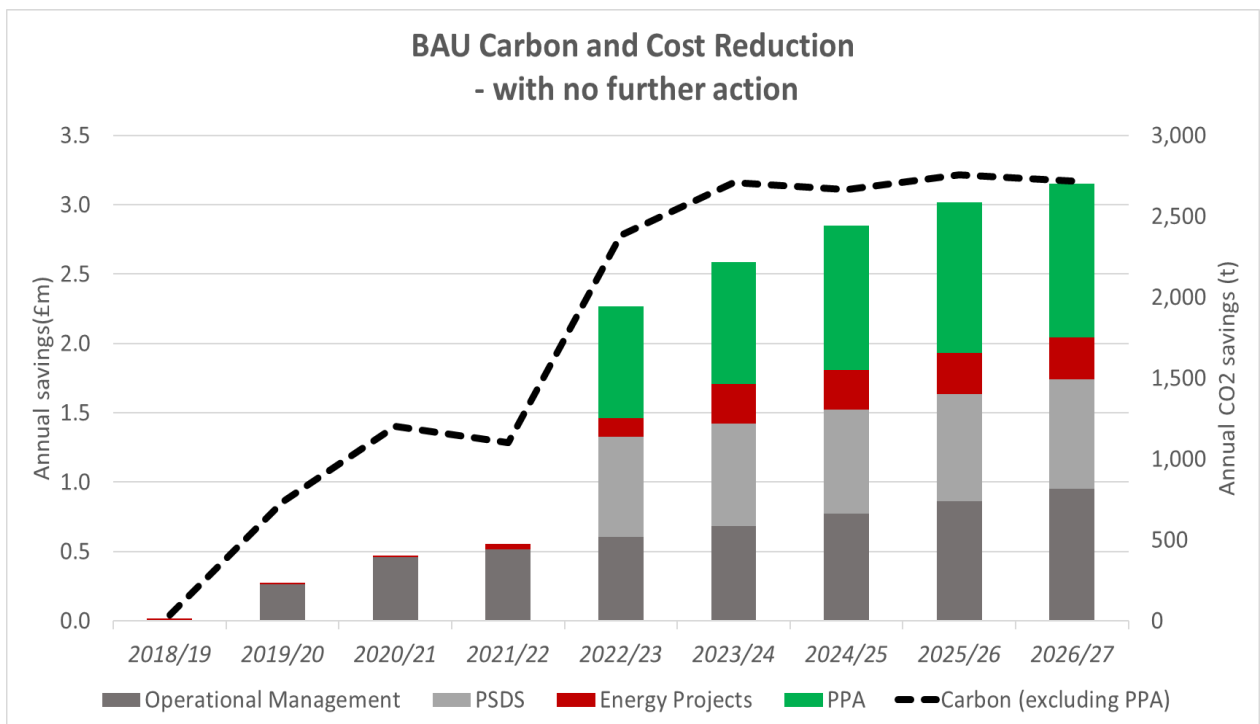
7 – Capital programme roll-out	
Delivery Progress	The main capital programme roll-out will flow from opportunities identified in action 1 energy surveys, however it should be noted that the energy team has already originated £15m of capital works which are now in gateway or procurement phases this FY In addition, the specialist design and engineering resource, once in place, will maximise opportunity on existing minor and major works and refurbishments
Next step	Resource requirement to be addressed through service procurement approach – Action 6
Outcome	New capital projects and enhanced existing works that provide tangible carbon and cost savings

## **NZ3 Capital Projects Design Standards and RS3 Resilient Buildings**

The Energy and Sustainability Team are working closely with the Capital Projects team and liaising with DBE to identify synergies and opportunity for shared working. The resource expertise for these two workstreams is part of the procurement package outlined in section 6. However, the major projects currently in train have consultants on board who are working towards our CAS targets e.g. Police Accommodation Programme, Markets Consolidation Programme, Museum of London. Going forward the feasibility study for the master planning of the Guildhall Complex and the Barbican Arts Complex will also be subject to these work streams.

### **Business as usual**

It should be further noted that there is already a highly impactful carbon reduction programme in place which is delivering significant results. These activities with measured and projected impacts are summarised below. *(Note that due to grid decarbonisation the carbon impact of projects diminishes with time)*



## **Corporate & Strategic Implications**

### **Strategic implications:**

1. This suite of actions drives the objectives of the Climate action strategy, buildings stream and will provide linkage and co-ordination with ongoing property management, capital schemes and cyclical works

### **Financial implications:**

2. The overall programme capital and resource costs are estimated at £21m for the 6 year term. Year 7 retained annual cost avoidance is estimated at £3m

### **Climate implications:**

3. This action stream will deliver the Net zero carbon goals of the Corporation and support the climate residence goals of the broader programme

## **Conclusion**

4. The City Surveyor has commenced the mobilisation of the 4 workstreams, 3 being relevant to this Sub Committee. The recruitment and engagement market for climate action and sustainability expertise is extremely buoyant which must be noted as a programme risk due to a potential of lack of appropriate skills being available. This has been escalated to the CAS Programme Team and reported to P&R and ARM Committees.

## **Report author**

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## Appendix

List of top 15 Corporate sites for assessment

Site	tCO2 2019	tCO2 2020	GIA (M <sup>2</sup> )
<b>Guildhall Complex</b>	3,008	2,588	65,952
<b>Barbican Arts Centre</b>	3,002	2,375	83,027
<b>London Central Market (Smithfield)</b>	3,094	2,223	75,035
<b>Central Criminal Court</b>	1,716	1,435	38,553
<b>New Spitalfields Market (Landlords)</b>	1,560	1,409	36,217
<b>City of London Freeman's School</b>	909	832	23,352
<b>Billingsgate Market</b>	816	726	16,795
<b>City of London School</b>	609	595	19,745
<b>City of London School For Girls</b>	524	520	10,829
<b>Walbrook Wharf Cleansing Depot</b>	354	401	18,230
<b>Tower Bridge</b>	489	397	4,253
<b>GSMD - Milton Court</b>	537	389	13,103
<b>Mansion House</b>	431	349	8,235
<b>GSMD</b>	420	317	10,795
<b>London Metropolitan Archives</b>	259	263	14,467

<b>Committee(s)</b>	<b>Dated:</b>
Corporate Asset Sub Committee	19 <sup>th</sup> July 2021
<b>Subject:</b> Update on progress with the PSDS Grant Scheme	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>Climate Action Strategy</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	
<b>What is the source of Funding?</b>	
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	
<b>Report of: The City Surveyor</b>	<b>For Information</b>
<b>Report author: Chris Spicer</b>	

## Summary

The City of London have been awarded c.£9.445m in government grant funding toward carbon saving projects, this includes 7 separate projects, with 17 sub projects. This report provides a general update on progress with all the sub-projects included within the programme and a breakdown on how the total grant is allocated. This is following a request in the CASC committee on 22<sup>nd</sup> June.

## Recommendation(s)

Members are asked to:

- 1) Note the update on progress with the PSDS Programme

## Main Report

### Background

1. We applied to the PSDS Grant Scheme on 11th January 2021 for £9.445m and were awarded the full amount. Our application covers projects to upgrade M&E building services (heating, cooling, ventilation, and lighting) and improve building controls and energy metering across the following sites: Guildhall, Barbican Art Centre, GSMD, and the LMA.
2. This paper provides an update on progress for all the projects within the PSDS Programme including a cost breakdown, expected completion date and summary of current position

## Current Position

Project	Forecast Cost (£)	Current Status	Expected Completion
Energy Software	50,000	Project approved. Installation in progress	August 2021
BEMS Software	138,939	Project approved. Project currently out to tender	September 2021
Barbican Centre HVAC & BEMS	1,704,682	Design in progress. Installation forecast to commence in September	March 2022
Barbican Centre Lighting	1,348,542	Design in progress. Installation forecast to commence in September	March 2022
Barbican Centre Metering	320,617	Design in progress. Installation forecast to commence in September	March 2022
Contingency	474,501		N/A
GSMD Silk St HVAC & BEMS	179,647	Design in progress. Installation forecast to commence in September	March 2022
GSMD Silk St Lighting	265,691	Design in progress. Installation forecast to commence in September	March 2022
GSMD Silk St Metering	180,312	Design in progress. Installation forecast to commence in September	March 2022
Guildhall Cooling	110,095	Installation in progress	August 2021
Guildhall Lighting	1,235,454	Design in progress. Installation forecast to commence in September	March 2022
Guildhall Metering	133,416	Project approved, installation expected to start in July.	March 2022
Guildhall Ventilation	682,664	ITT to be issued in July, with installation starting in September	March 2022
LMA Ventilation	76,370	Gateway 3-5 paper being developed	November 2021
Milton Court HVAC & BEMS	476,158	Design in progress. Installation forecast to commence in September	March 2022
Milton Court Lighting	1,043,471	Design in progress. Installation forecast to commence in September	March 2022
Milton Court Metering	213,526	Design in progress. Installation forecast to commence in September	March 2022
Sundial Court Lighting	216,859	Design in progress. Installation forecast to commence in September	March 2022
PSDS Resource	595,000	Resource now appointed and working across the programme	March 2022
<b>TOTAL</b>	<b>9,445,944</b>		

## Report Author

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