

Appendix B

	MAYOR AND CABINET		
Report Title	Asset Rationalisation Programme – Update		
Key Decision	Yes		Item No.
Ward	All		
Contributors	Director of Regeneration and Asset Management; Executive Director of Community Services, Executive Director of Resources, Head of Law		
Class	Part 1	Date: 13 th November, 2013	

1. Purpose:

- 1.1 This report sets out progress made in the delivery of the first phase of the Council's Asset Rationalisation Programme (2012 – 2014) as agreed by Mayor and Cabinet in February 2012. It also seeks further authority to progress specific proposals relating to the Town Hall building and 28 Deptford High Street.

2. Recommendations:

The Mayor is asked to:

- 2.1 note progress made in the delivery of the first phase of the asset rationalisation programme between April 2012 and September 2013;
- 2.2 agree to declare the Town Hall building surplus to operational requirements;
- 2.3 note the options considered for the Town Hall and approve the interim use approach;
- 2.4 subject to recommendation 2.3, delegate authority to the Executive Director for Resources and Regeneration to agree the final terms of any leasing arrangements relating to the Town Hall building;
- 2.5 note developments in relation to 28 Deptford High Street and 144 Evelyn Street (Parker House), in section 5.3;
- 2.6 note developments in relation to 98 Northover in section 5.5.

3. Policy Context:

- 3.1 The Council's vision is to work together to 'make Lewisham the best place in London to live, work and learn'. The key corporate strategic document is the authority's Performance Plan, which sets out the objectives, targets and performance of the authority and includes a section relating to asset management as a cross-cutting issue.
- 3.2 Lewisham's core values are to:
- Put service to the public first
 - Respect all people and all communities
 - Invest in employees
 - Be open, honest and fair in all we do.
- 3.3 The Council has identified ten enduring corporate priorities focused on the needs of local people. These include: Community leadership and empowerment; Clean, green and liveable; and Strengthening the local economy. The remaining, including further details of how the management of the Council's assets help deliver these priorities are summarised in the adopted Strategic Asset Management Plan (SAMP)2011-14. The SAMP and its work programme outlines how the Council's asset base is used to provide citizens with access to high quality local services, as set out in the Sustainable Community Strategy.
- 3.4 This SAMP is currently being reviewed in the light of the changing pressures and opportunities that exist for Lewisham. The work programme also includes a strand on asset rationalisation which seeks to generate new opportunities for asset use. The Council wants to ensure that its assets and social infrastructure are matched to current and future service requirements, meeting the broadest strategic objectives and delivering investment opportunities.

4. Background:

- 4.1 The Council's annual revenue spend on its operational corporate estate is circa £8.4m. Condition surveys and an ongoing review of data held on buildings in the corporate estate indicate that many of the buildings are in poor condition with high planned preventative maintenance (PPM) and response repairs. The survey also shows that a significant number of buildings are non-Disability Discrimination Act (DDA) compliant, requiring significant investment to make them compliant.
- 4.2 In light of the ongoing pressures on public expenditure, the Council has taken a critical look at its assets and operational requirements, particularly concerning the condition of its aging estate. Rationalisation of the corporate estate was required in order to realign service delivery strategies with service asset plans. This would ensure that the Council maintains a fit for purpose medium term public service infrastructure base, matching current and future service delivery. More urgently however, the rationalisation process was

aimed at reducing the growing revenue expenditure on an aging and less-than-fit for purpose operational corporate estate.

4.3 The key outcomes of the rationalisation programme are intended to be:

4.3.1 to develop a fit for purpose property infrastructure that maintains medium term service delivery objectives within the context of reduced public expenditure;

4.3.2 to reduce the overall running cost of the Council's asset portfolio delivering savings of £1m between April 2012 and March 2014.

4.4 The programme focus was on 8 broad "service areas" : Libraries; Adult Education (Community Education Lewisham); Depots; Adult Day Care; Youth Service; Early Years and Children Centres; Community Premises; and Catford Civic Complex. For each service area the service delivery strategy was evaluated and its implications for property considered, leading to the development of initial proposals. The service proposals were mapped across the borough and consideration given to the geographical distribution of buildings, and whether options for future service co-location should be considered.

4.5 This approach enabled the Council to challenge whether the existing use should continue, be provided from an alternative location, or transferred to the voluntary and/or community sector. It is also designed to help identify alternative uses for assets and dispose of surplus or under utilised property as well as reconfigure or co-locate services; subject to the mapping exercise to identify the potential service and locality impacts.

4.6 Tailored service proposals were approved for delivery by Mayor and Cabinet in February 2012 following review by the Public Accounts Committee. The following section aims to provide an update on the delivery of the programme to date.

5 Update:

5.1 The structure of the update is based on the 8 services considered as part of the programme. This section provides a synopsis of what was agreed and progress against each service proposal. The financial implications are set out in section 6.

5.2 Libraries:

5.2.1 The Libraries service proposal includes the withdrawal of asset management functions from 5 libraries across the borough. These are Blackheath, Crofton Park, Grove Park, New Cross and Sydenham Libraries.

5.2.2 These proposals have been largely implemented with the relinquishing of the lease at Blackheath library and the lease of Crofton Park, Grove Park and Sydenham Libraries to Eco-Computers. The grant of a lease to Bold

Vision for their use of New Cross Library is still being progressed, however a licence has been agreed for their current use.

5.3 Community Facilities:

5.3.1 Three assets were impacted by the community facilities proposals, namely, 106 Wells Park Road, 28 Deptford High Street and 144 Evelyn Street (Parker House). Two sites 106 Wells Park Road and 28 Deptford High Street were vacant at the start of the programme and were declared surplus to operational requirements and agreed for disposal. The third Parker House was occupied at the time by a number of community groups and it was agreed that officers work with occupants to help identify alternative accommodation.

5.3.2 Mayor and Cabinet will see that there is on this agenda a report entitled "Councillor Call for Action". That report deals with Parker House and a councillor call for action made in relation to it. The Head of Law advises that an application for judicial review has been issued by occupants of the building and that the parties have agreed that the proceedings be stayed, and that the Council will not seek to evict the occupants prior to a date early in the New Year. If the matter is not resolved and in order to protect the Council's position, the Council intends to apply for the claim to be struck out. Because of the proceedings and the stage they have reached, officers advise that it would be precipitate to make any decision now about the future of Parker House in the context of this report. A further report will be brought back at the appropriate time. "

5.3.3 As part of an ongoing review of the disposal programme, officers are recommending the retention of both 106 Wells Park Road and 28 Deptford High Street in the corporate estate. It is proposed that the former is returned to its earlier housing use, and the latter added to the commercial portfolio to generate a revenue income stream to take advantage of the growing asset values in that area brought about by the ongoing regeneration of the areas around the High Street.

5.4 Adult Education:

5.4.1 The proposal for Adult Education includes the closure of the Kirkdale Centre and for an increased drive towards the shared use of facilities.

5.4.2 The Kirkdale Centre closed in August 2012 following the outcome of the pre-closure consultation. The closure means there is now a 3-centre offer of adult education services in the borough at Brockley, Granville Park and Grove Park.

5.5 Adult Day Care:

5.5.1 The service strategy for adult day care is interconnected with the adult social care transformation programme and the national personalisation agenda. The service is leading a project to look at the future day care

needs of service users in the borough and to explore options that achieve personalised services in more appropriate settings. Rationalisation of the six buildings the current service operates is being considered as part of this agenda and may lead to a consolidation of a number of buildings.

5.5.2 As part of the current rationalisation proposals, South London and Maudsley (SLaM) offered to withdraw from the Northover Support Centre at 98 Northover and to relocate to Dillwyn Close in Sydenham as part of their asset consolidation exercise. Discussions are ongoing on the timeline for implementing the withdrawal which is now likely to take place in 2014-15.

5.5.3 Given the uncertainty thus far around the proposed relocation, it is not felt that savings attached to their withdrawal should be considered as part of the first phase of the programme. Officers will continue to work with SLaM with a view to realising the savings in a future phase of the programme.

5.6 Early Years and Children Centres:

5.6.1 The Early Years and Children Centres proposal affected 4 sites. Amersham Vale, Rushey Green, Ladywell and Honor Oak Early Years sites.

5.6.2 Amersham Road Early Years Centre is closed and is currently being marketed for nursery provision. It is hoped that the unit will be let by the end of the current financial year so the full savings can be realised from the start of the new financial year in 2014. The Ladywell proposal only relates to a number of rooms within the Ladywell Early Childhood Centre site equating to approximately 25% of the projected savings from the agreed proposal. The vacant rooms will be marketed for a commercial offer at the site. At Honor Oak and Rushey Green, heads of terms have been agreed for full insuring and repairing leases for nursery provision and occupation is currently under tenancy at will arrangements.

5.7 Youth Service:

5.7.1 The youth service strategy agreed by the Mayor in February 2012 did not imply the closure of any of its youth centre sites across the borough. However, a recent review into Youth Service provision across the borough has impacted two youth service sites – Grove Park and Oakridge Road Youth Centres, both of which have now closed. Options are now being considered for their use including a potential redevelopment opportunity of at least one of the sites.

5.8 Depots:

5.8.1 Until recently, the Council operated from two depots, Old Road and Wearside Service Depot. As part of the strategy for depots all activities have been consolidated into the Wearside depot site.

5.8.2 The Old Road Depot site was declared surplus to requirements and approved for disposal under delegated authority to the Executive Director

for Resources and Regeneration as part of the February 2012 M&C report. The site is now on the disposal schedule and options are being considered for the best means of disposing of that asset.

5.9 Catford Complex:

- 5.9.1 A change programme to implement greater flexible working, together with the reductions in staff numbers in light of operational savings provided an opportunity to review the way staff occupy and use Laurence House, the Town Hall Chambers and Eros House to enable the closure of the Town Hall. The programme of staff moves from the Town Hall was completed in May 2013, following which the building ceased to be an operational office for staff.
- 5.9.2 The closure of the Town Hall is expected to generate revenue savings of approximately £600k on the basis of the Town Hall being mothballed. This estimated savings is a significant proportion of the targeted savings of £1m from the asset rationalisation programme.
- 5.9.3 The mothballing process has now been completed by improving the security of the building, carrying out a number mechanical and electrical adaptations and changing access arrangements to the Civic Suite. The closure has also meant that the function of a 24hr access point for the complex has now been moved from the Town Hall to the Civic Suite.
- 5.9.4 The asset rationalisation programme assumed a mothballed Town Hall for a period of up to five years while the future plans for the site are explored as part of the wider Catford regeneration programme. Although a mothballed Town Hall had been assumed at the start of the programme, two alternative options of demolition and “meanwhile or temporary” use have been explored during the course of the delivery of the programme. A summary of all three options are set out below together with a recommendation of which option officers believe provides best value in the context of the evolving plans for the site and Catford as a whole.
- 5.9.5 It is however, important to note that the Catford Plan currently identifies the site for longer term use as the Council’s civic presence in Catford. Whilst this is a planning framework assumption and could be altered if an urban design/viability case for other uses could be made, this is the information on the site that is currently publicly available. The decision to include the Town Hall site as the proposed civic area was considered at the M&C meeting on 14th November 2012.
- 5.9.6 The narrative on the options and possible risks presented below are therefore based on linkages of the site to the future plans of the Catford town centre. It is also based on an assumption that the site may not be required for regeneration purposes for a period of up to 5-years. This assumption has been formulated on a balance between the current timescale projections for the delivery of the regeneration programme, and the need to provide potential tenants with a term that is commercially

attractive.

5.9.7 Town Hall Options Analysis:

5.9.7.1 The Town Hall is currently closed and mothballed. This approach has been designed to undertake minimal adaptations to the building and key services that ensures that the building can be reverted to operational use at minimum cost should the need arise. Essentially, this approach involves adaptations to the hot and cold water and heating services to the building and also includes fire alarm, PA and intruder alarm system and security system improvements (CCTV and installation of lattice style shutters at low level etc).

5.9.7.2 Much of the work involved in mothballing the Town Hall has been completed except the decommissioning of the corporate IT infrastructure linked to the building, which is currently being delivered in conjunction with the works to Catford Broadway.

5.9.7.3 Option 1: Continue with mothballing

- a) This option allows for the continued use of the Town Hall as a storage or archiving unit for the Council complex. However, the main disadvantages of this approach are;
- the cost of year on year cost to the Council of maintaining the building in a mothballed state. This is estimated at approximately £200k a year.
 - ongoing security risks
 - empty asset draws attention and does not contribute positively to furthering the activity and diversity in the Catford area.

5.9.7.4 Option 2: Demolition

- a) The Town Hall complex includes the Town Hall Building, Civic Suite, Broadway Theatre and the Town Hall Chambers. The buildings are intrinsically linked via service distribution with the Town Hall being a hub for key services such as heating and some electrical services. Therefore, segregation of the buildings holds a complex set of considerations and requires a number of options to be considered, the two most feasible of which are considered to be demolishing the main Town Hall building with the basement plant room remaining in situ or a full demolition including service re-provision.
- b) The demolition option has the following advantages;
- Removing all on-going liability for the building
 - Providing a clear site for future development

- c) However this option has a number of associated risks and issues including;
- An inability to progress until post March 2014, when the Catford Broadway public realm works complete due to site constraints
 - No future use being identified for the cleared site
 - Cost of temporarily securing and maintaining this area and the inherent issues that are likely to ensue
 - Need to find an alternative archiving solution for Council
 - Does not contribute positively to furthering the activity and diversity in the Catford area.

5.9.7.5 Option 3: Interim Use

- a) This option proposes a temporary use of the Town Hall building for a period of up to five years while detailed proposals for the regeneration of the town centre are developed. An interim use could support the town centre economy during a period of change, create additional and more diverse enterprise and employment opportunities and provide the opportunity to test new ideas and create interest for the longer term plans of the town centre. Officers have carried out some initial soft market testing with a number of private and third sector organisations who have expressed an interest in occupying the building on a short-term commercial basis while the future plans for the Town Centre continue to be developed. A feasibility report on potential interim uses was also carried out by Meanwhile Space. However, such discussions are at a preliminary stage and require further development, subject to the approvals sought in this report.
- b) While on the one hand the discussions showed that there is a large number of very small enterprises in the borough and a healthy demand for small workspace and startup units including Livework space, there is an almost equal level of interest from medium- sized, local and regional businesses willing take up large sections of the building. Several large scale creative industry businesses and business incubator organisations have also expressed an interest in leasing space in the building. The “soft market test” carried out by officers suggests that there is interest for use of the Town Hall on an interim basis. This means an interim use of the building could be found that ensures compliance with the council’s requirements to achieve “best consideration” or “best value” for the use of its assets as appropriate.
- c) There are a range of potential management structures that could be utilised to deliver an interim use of the Town Hall, which all have

specific associated risks and benefits. These options broadly fall into 2 categories; the Council directly leasing space to commercial tenants and the Council leasing the building to a third party to manage. The most appropriate means will be determined by a full marketing exercise and detailed discussions regarding 'heads of terms'.

5.9.7.6 On the basis of soft market testing carried out to date, and the interest generated, officers recommend marketing the building with the view to securing a lessee on an interim basis while the Carford programme continues to be developed. The proposed lease will be on a full repairing and insuring basis placing those obligations on the lessee along with suitable commercial terms.

5.9.7.7 If agreed and a lessee is found, there is the potential to realise the full savings from the annual running cost of the Town Hall including the current mothball cost of approximately £200k. There is also the potential to generate an income stream from a commercial letting arrangement.

6. Financial Implications:

6.1 The current annual revenue cost of running the operational corporate estate is circa £8.4M met from the Corporate Asset Services budget. The Asset Rationalisation Programme has been designed to deliver savings of £1m as part of the Council wide savings set out in the budget report to Council REG01 (£0.5m in 2012-13, £0.5m in 2013-14) in March 2011.

6.2 The current rationalisation process has highlighted a number of buildings that the Council no longer needs for operational purposes. For the Council to achieve revenue savings in respect of those buildings it will need to dispose of them, or find alternative uses where the council no longer has financial obligations for them and in some cases may be able to derive new revenue income from alternative users to support the delivery of corporate services elsewhere.

6.3 As summarised in 6.1 above, the Council budgeted to achieve savings of £1m from this programme. However, the programme had a projected savings of £1.4m over the same period. The following is a breakdown of savings as agreed by the Mayor in February 2012 (table 1).

Table 1: Agreed Savings

Service Area	Agreed Savings Profile			
	2012/13	2013/14	2014/15	Total
	£'000	£'000	£'000	£'000
Libraries	246	0	0	246
Community Premises	61	0	0	61
Adult Education	80	0	0	80
Adult Day Care	0	61	0	61
Early Years	145	130	0	275
Youth Service	0	0	0	0
Depots	8	0	0	8
Catford Complex	0	669	0	669
Total	540	860	0	1,400

- 6.4 Complications in the delivery of a number of the service strategies have impacted on the timeline for achieving the full savings from the programme. The Adult Day Care, Early Years, Community Facilities and Catford Complex strategies have suffered major delays and changes. This has meant that the target savings has had to be re-programmed over 3-years instead of the agreed 2-years. The complications have also meant that some of the projected savings have had to be revised and some are no longer achievable.

Table 2: Revised Profile

Service Area	Revised Profile			
	2012/13	2013/14	2014/15	Total
	£'000	£'000	£'000	£'000
Libraries	211	35	0	246
Community Premises	34	15	35	84
Adult Education	66	14	0	80
Adult Day Care	0	0	0	0
Early Years	66	97	28	191
Youth Service	0	0	0	0
Depots	8	0	0	8
Catford Complex	0	559	51	610
Total	385	720	114	1219

- 6.5 Allied to the direct savings set out above are the condition related costs of the identified buildings which would have needed to have been carried out if the buildings remained in the Council's portfolio of operational buildings. The 5-year estimated cost of the DDA works and condition backlog attached to the affected buildings is £9m (2007 stock condition survey report). This represents further savings on the revenue and capital cost for the estate.
- 6.6 As noted above, this report provides an update on the delivery of the 2012-14 asset rationalisation savings, some of which has had to be re-profiled into 2014/15 due to complications in the delivery of a number of service strategies. A further £0.5m of asset rationalisation revenue saving has been agreed for 2014/15 and this will be subject of a further report setting out how that will be achieved. In addition, £0.55m of general departmental savings for 2014/15 were previously agreed and some of this may be achieved through further asset rationalisation initiatives which will then be subject to a further report to M&C.

7. Legal Implications:

- 7.1 Section 3(1) of the Local Government Act (1999) (LGA 1999) places a duty upon the Local Authority to make arrangements to secure continuous improvement in all of its services, having regard to a combination of their economy, efficiency and effectiveness.
- 7.2 Any proposal to dispose of an asset will need to be dealt with in accordance with the relevant statutory framework and the Council's own internal approval processes at the appropriate time.

- 7.3 The Equality Act 2010 (the Act) brings together all previous equality legislation in England, Scotland and Wales. The Act includes a new public sector equality duty (the equality duty or the duty), replacing the separate duties relating to race, disability and gender equality. The duty came into force on 6 April 2011. The new duty covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 7.4 In summary, the Council must, in the exercise of its functions, have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
 - advance equality of opportunity between people who share a protected characteristic and those who do not.
 - foster good relations between people who share a protected characteristic and those who do not.
- 7.8 The duty continues to be a “have regard duty”, and the weight to be attached to it is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. It is not an absolute requirement to eliminate unlawful discrimination, advance equality of opportunity or foster good relations.
- 7.9 The Equality and Human Rights Commission has recently issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled “Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice”. The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at: <http://www.equalityhumanrights.com/legal-and-policy/equality-act/equality-act-codes-of-practice-and-technical-guidance/>
- 7.10 The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:
1. The essential guide to the public sector equality duty
 2. Meeting the equality duty in policy and decision-making
 3. Engagement and the equality duty
 4. Equality objectives and the equality duty
 5. Equality information and the equality duty
- 7.11 The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four

documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at: <http://www.equalityhumanrights.com/advice-and-guidance/public-sector-equality-duty/guidance-on-the-equality-duty/>

8. Human Resource Implications:

- 8.1 There are no direct HR implications arising from this report. Specific implications arising as a result of the approved service strategies, particularly relating to the more intensive use of Laurence House will be addressed in the design of the change management programme at implementation phase.

9. Environmental Implications:

- 9.1 There are no direct environmental implications arising from this report however, sustainability is a core consideration in the Council's response to asset management and encompasses all aspects of sustainability.
- 9.2 In relation to the Town Hall in particular, the environmental implications are considered to favour keeping a building which is currently in good condition occupied rather than allow it to fall into disrepair.
- 9.3 The purpose of consolidating staff into Laurence House was to move towards modern and efficient ways of working and release office space for occupancy by other organisations or closure to reduce capital and revenue costs and reduce the Council's carbon footprint.

10. Equalities Implications:

- 10.1 The implementation of the final proposals gave rise to the need to consider the equalities implications on service users. A full Equalities Analysis Assessment was carried out for the delivery of the programme.
- 10.2 The Assessment was conducted using the 8 service areas identified under the programme. For each of the service areas, the extent to which the delivery of the service proposal would differentially affect people in the community on the basis of their gender, race, disability, age, sexual orientation, religion/belief, pregnancy/maternity, gender reassignment and marriage/civil partnership was considered.
- 10.3 The Equality Analysis Assessment concluded that the delivery of some of the proposals through closure of buildings would have an adverse impact on users of those buildings but that they would not lead to unlawful discrimination. Where adverse impacts were identified, specific measures were put in place to help mitigate their impact. For example, in the case of 144 Evelyn Street, officers agreed to help the affected groups find alternative accommodation.

11. Crime and Disorder

11.1 There is no crime and disorder implication arising from this report except in the case of option 1 for the Town Hall. If the building is left empty the building would likely be targeted for graffiti and vandalism and security costs would be considerable. Additionally, the positive effects for local businesses and commerce of the building being occupied would be lost.

12. Corporate Asset Services Implications:

12.1 The direct property implications are reflected in the various service strategies and the financial implications of the report.

12.2 More generally, the work undertaken to develop programme and its delivery to date has challenged services to identify their future needs given the current funding available to their services. As the delivery suggests, this is not an easy or linear process reflected in the complications in achieving the related savings. A key working objectives is to ensure greater transparency in the cost of delivering Council services, fully including the use of assets.

12.3 Given the challenges Lewisham Council faces, it is seeking greater efficiency in the use of its corporate estate.

12.4 Rationalisation will also create opportunities to improve existing buildings or deliver new facilities particularly in areas of population growth, most likely to be in Deptford, New Cross and central Lewisham. An emerging accomodation strategy and asset management plan will be integral to any future rationalisation programme.

13. Conclusion

13.1 Although the programme largely remains on track, delivery has been challenging primarily due to complexities in delivering specific service strategies. These complexities have meant that, although the programme's primary aim of reducing the revenue spend on the corporate estate by £1m remains achievable, a number of changes have had to be incorporated to fully deliver the proposals.

13.2 A key change relates to the immediate future of the closed Town Hall building. A mothballed Town Hall was the base position for proposals relating to the Catford complex. However a soft market test has shown that there is potential for income generating interim uses for the building while the Catford programme to which it is linked continues to be developed. Three options were considered as part of an options appraisal: mothball, demolition and interim or meanwhile use of the building.

13.3 Of the three options considered above, demolition is considered to be unnecessary, costly and unviable. The preferred option is to lease the premises as long as a base case of improving on the annual mothball costs can be obtained. Depending on level of demand and the time it takes to lease the

building and achieve best consideration, the leasing aim will be to strive to achieve somewhere between cost neutrality and surplus revenue to help fund services. A real opportunity exists to provide a greater diversity of 'offer' and economic activity in Catford, thus helping to further the regeneration aims of the council for this hugely important area.

List of Background documents

Short title of document	Date	Contact
Asset Management Plan 2010-13 - Update	Dec 2010	Kplom Lotsu
Strategic Asset Management Plan 2011-14 Report	Feb 2011	Kplom Lotsu
Strategic Asset Management Plan 2011-14 Report	Apr 2011	Kplom Lotsu
Asset Rationalisation Programme - Update	July 2011	Kplom Lotsu
Asset Rationalisation Programme - Public Accounts Committee	Oct 2011	Kplom Lotsu
Asset Rationalisation Programme – Mayor and Cabinet	Nov 2011	Kplom Lotsu
Asset Rationalisation Programme: Final Proposals - Public Accounts Committee	Feb 2012	Kplom Lotsu
Asset Rationalisation Programme (Update) - Public Accounts Committee	April 2013	Kplom Lotsu

If you would like further information on this report please contact Kplom Lotsu, Programme Manager on extension **49283**