

Report of: Deputy Chief Executive (Director of Resources); Assistant Chief Executive (Customer Access and Performance); and Director of City Development

Report to: Executive Board

Date: 18th July 2012

Subject: PHASE 1 CHANGING THE WORKPLACE – CITY CENTRE OFFICE ACCOMMODATION

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: The Appendix is Exempt/Confidential under Access to Information Procedure Rules 10.4 (3) The public interest in maintaining the exemption in relation to this confidential appendix outweighs the public interest in disclosing the information by reason of the fact that it contains information and financial details which, if disclosed, would adversely affect the business of the Council and may also adversely affect the business affairs of the other parties concerned.	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

Summary of main issues

1. The Council set out plans in 2009 to reduce the number of office buildings it occupies in the city centre from 17 down to 4-5 properties and, over the past 3 years progress has been achieved with the vacating of seven of these properties. The Council is now in a position to make further progress in this objective through significant works to Merrion House.
2. The Council currently occupies Merrion House on a long term, full repairing lease which still has 24 years to run. The condition of the building reflects its age, no longer meets the operational requirements of the Council and is in need of significant investment to bring it back to an acceptable standard. The Council is liable to undertake this work under the terms of the lease. The Council has been in discussion with the landlord, Town Centre Securities, for the past 20 months to consider how improvements can be made in the context of the Council's broader objectives to reduce its City Centre office accommodation and support new ways of working.

3. Under the proposals set out in this report it is proposed that the building will undergo a fundamental refurbishment and improvement which will result in an increase in the floor space of the building from 122,000 square feet to 168,500 square feet, including a new integrated customer services centre which would replace the current facility at Great George Street. Using modern office design principles the new building will accommodate new ways of working and will support 700 more staff than currently. This will enable the Council to vacate a further six properties in the City Centre and make commensurate savings.
4. The financial benefit of the proposals detailed in this report over the 25 year period of the business case will result in estimated cost savings to the Council of £15.3M, as compared to the cost of the “do minimum” option, whereby the Council only undertakes repair and maintenance responsibilities as detailed under the terms of its existing lease arrangement for Merrion House.
5. This work is part of the Changing the Workplace programme under the Business Improvement portfolio of programmes that includes Customer Access and Business Management: these three programmes are, and will be, delivering significant cross organisational efficiencies and improvements to support the outcomes defined in the Vision for Leeds and City Priorities Plan.
6. Changing the Workplace is a holistic programme delivering new ways of working across the organisation through co-ordinated activity around people, process, technology/information, and workplace. It is supporting the changes needed in the way we work so the organisation can respond more effectively to the significant challenges ahead
7. The programme is already delivering cashable benefits through changing the way business support is delivered, staff related savings through integration of services, and property release. Non cashable benefits have been delivered around productivity, health and wellbeing, improvements in service delivery, investment in people, technology and workplace.
8. It is proposed that the programme move into a significant delivery phase in the city centre, by rolling out new ways of working to 3,150 staff and reducing the amount of office space occupied to generate substantial efficiencies
9. The report will show that the full benefits of Changing the Workplace in the city centre can be delivered, together with a fully refurbished and extended Merrion House, as part of a best value for money solution.
10. The key focus of the report is therefore to seek agreement to the provisionally agreed terms with Town Centre Securities Plc and proposals for Merrion House and the associated investment required to deliver new ways of working to allow the release of a further six properties in the city centre.

1. Purpose of this Report

- 1.1 Members to note progress made to date and benefits being delivered under this programme of work.
- 1.2 To agree a proposal to roll out new ways of working in the city centre and reduce the number of the Council's city centre office properties as a result. This will require consolidating and modernising key retained buildings to support delivery of the wider change and further long term efficiencies. The solution proposed provides best value for money for the council and people of Leeds.
- 1.3 To seek approval to the main recommendations in this report on the Merrion House proposal including those contained in confidential Appendix A, and to approve the overall expenditure related to this proposal.

2. Background Information – Approvals to Date/ Delivery of Benefits

- 2.1 At the meeting of 25th August 2010 Members of the Executive Board approved recommendations to progress the early stages of Phase 1 of Changing the Workplace (CTW) programme in the city centre. This included approval of the funding to deliver a number of early win projects, to prepare the detailed Phase 1 Business Case to support delivery of further efficiencies across the city centre property portfolio and related savings, and enter into detailed negotiations with the owners of Merrion House.
- 2.2 Injection of further funding and approval for early project delivery was agreed by Executive Board in July 2011, September 2011 and November 2011 including; provision of the critical ICT infrastructure, modernisation of Urban Traffic Control service and relocation out of Merrion House, and delivery of phase 1 of the integrated city centre one stop.
- 2.3 Since 2009 when the scope of the programme was agreed:
 - Five leased properties together with two owned properties have been vacated for release.
 - over five hundred staff taken through new ways of working.
 - non cashable benefits are; productivity up, staff morale and motivation up, levels of stress and sickness absence down, peak time commuting down, working in a suitable location to deliver service benefits up, satisfaction with team communication up, satisfaction with workplace environment up.
 - City centre one stop phase 1 is in delivery with new facility to be open in Autumn 2012. Customers will receive an improved service through the 'Tell us once' initiative, the implementation of a queue management and appointment booking system, together with development of further self service/ on line services. Much of the investment that was required to develop phase 1 will be

transferable into City One Stop at the proposed new Merrion House

- further integrated partnership working is taking place for example with the Police within the Community Support Team, and the Volunteer Centre and Credit Union within the City Centre One stop. This will support additional improvements around service/ customer outcomes to be delivered.
- A new documentation and records management facility at Westland Road is open for business enabling effective management of paper documents away from high cost city centre office space thereby creating efficiencies

Background Information - Property

2.4 The Council's city-centre office portfolio now consists of a mix of ten freehold and leasehold properties, all of which require ongoing repair and maintenance. The Council is subject to a significant unbudgeted repair and maintenance liability for all its city centre properties and in particular, Merrion House.

The Council hold three long term leased properties in the city centre as follows:-

Merrion House

2.4.1 The Council holds a full repairing and insuring lease of Merrion House, entered into in 1974. The lease will continue for a further 24 years expiring on 30 November 2035 with no break clauses. The current rent passing is £1.4 million per annum equating to circa £11 per sq ft per annum and is subject to 5 yearly upward only rent reviews. TCS and its Debenture holders will not release the Council from the current lease at Merrion House on terms that are favourable and would allow the Council to pursue other solutions, as it provides one of the cornerstones of their income.

2.4.2 Currently, the Council is subject to a significant unbudgeted maintenance liability for Merrion House. An estimated sum has previously been provided by the former Strategic Design Alliance and is included as part of the business case. This sum has to be spent on the building over the next 10 years on essential repairs and maintenance items.

2.4.3 In view of this position it is clear that:-

- The Council is tied into a long-term lease at Merrion House.
- The Council cannot unilaterally release itself from the lease without the consent of the Landlord, Town Centre Securities.
- Irrespective of the proposals in this report, the Council would have to make a substantial investment into the fabric of Merrion House to meet its repair and maintenance obligations

It is clear that the Council has two options available to resolve the issues

around the current Merrion House lease obligations and repairs:

- Subject to the approval of TCS, the Council to undertake the works via a standard procurement refurbishment contract for the existing Merrion House building without a partnership agreement; or
- to develop a partnership arrangement with TCS under a co-ownership agreement to undertake the comprehensive refurbishment and extension of Merrion House.

St George's House

- 2.4.4 This is held on a 99 year lease until 2083. There are no break options. Initial discussions were held with the owners agents in 2009 to consider release options however the cost of this was considered prohibitively high. The accommodation has been partly upgraded but will require some further work around access and internal modernisation.

Enterprise House

- 2.4.5 Held on a 125 year lease expiring in 2106 with no break option. Part is sub-let to external tenants, part occupied by LCC staff and part used as a training facility for Adult Social Care services. LCC are required to cover any costs of vacant space. Initial discussions were held with the owners agents in 2009 to consider disposal options, however, the cost of this were considered to be prohibitively high
- 2.4.6 The remaining city centre office portfolio in scope comprises four owned properties; The Leonardo Building, Thoresby House, 2 Great George Street and Civic Hall, plus three short term leased properties; Belgrave House, Westgate and Evolution House.

3. Main Issues

- 3.1 Following the previous Executive Board approvals, as outlined in section 2 above, officers have been working to develop a robust business case and delivery plan for the city centre office accommodation, with a focus on working out the best value for money arrangement at Merrion House. This to allow release of a further six properties in the city centre. Members are requested to refer to the financial details and arrangements contained in confidential Appendix A, attached to this report. This shows that the proposal described below provides better value for money than continuing under the existing arrangements, with the substantial liabilities that the council face under its present agreement as detailed above.

3.2 Overview of the Proposal

- 3.2.1 The proposal requires circa 3150 staff in scope being taken through new ways of working.
- 3.2.2 The Council's office space to subsequently be released up to 2017 would equate to a total overall reduction in office space of circa 35% in the city centre. Release of property would take place once staff have been supported through new ways

of working and the workplaces to be retained are fit for purpose. Future capacity required has been based on latest workforce planning figures and anticipated space reductions following implementation of new ways of working.

3.2.3 The proposal includes;

- Consolidation of staff from an original seventeen buildings in scope, now ten following release of seven of those buildings, into four key city centre buildings to be retained namely; Civic Hall, Merrion House, Enterprise House and St George's House.
- Major refurbishment and extension at Merrion House in partnership with the current owners Town Centre Securities, and in line with the provisional approval on the 25 August 2010: this to provide flexible, fit for purpose city centre office space together with the integrated city centre one stop. This proposal will reduce the existing repair and maintenance liability arising under the current lease.
- The modernisation of the retained city centre buildings to support new ways of working.
- The proposed refurbishment of the Civic Hall (which acts as the strategic democratic hub of the Council's operations in the city centre) to provide fit for purpose accommodation where appropriate.

3.2.4 The main proposal in this report detailed below is centred on a partnership arrangement with TCS the owners of Merrion House to extend and substantially refurbish this property to support new ways of working. This proposal will support; further release of property, a significant reduction in the Council's current property liabilities, and a platform for substantial organisational change with associated delivery of future efficiencies around business support.

3.3 Merrion House Partnership Arrangement Proposal

The proposal is to form a partnership arrangement with the owners of Merrion House to fully refurbish and extend the property under a co-ownership arrangement. The details of the arrangement and responsibilities are as follows:-

3.3.1 ***Structure for Delivery - overview***

The structure for the delivery of the proposed refurbishment of Merrion House and the new build extension will see the owners TCS assuming responsibility for the design and delivery of the shell and core (Category A works) as detailed in an agreed building specification document. TCS will be contractually committed to deliver the Category A works under the Lease, which will form the basis of the rental to be charged for the Council's occupancy of the refurbished accommodation. The Category A works primarily comprise work to the shell of the building, including the structural frame, the external envelope, base build services and life safety infrastructure, along with the provision of minimal fittings and finishes for the operation of a generic basic lettable work space.

3.3.2 The Council will be responsible for its own bespoke fit out works (Category B works). The Category B works relate to the interior fit-out of the building, furniture and also includes the One Stop Centre. The proposed works will allow the Council to operate under new ways of working and improve business operations. This will be carried out by the City Council once TCS has completed all the basic Category A works.

3.3.3 ***The TCS Development (Category A works)***

In order to comply with the Council's spatial requirements, TCS will provide the Council with 160,000 sq ft net lettable office space (inclusive of One Stop Facility) plus basement storage extending to around 8,500 sq ft. TCS has proposed the comprehensive refurbishment of the existing Merrion House and the development of a separate but linked new build office extension to the south-west of the existing Merrion House office building. Plans detailing the proposed site layout and indicative floor layouts will be on display at the meeting of the Executive Board.

3.3.4 The proposed new build office accommodation extends to around 40,000 sq ft across six floors inclusive of lower and upper ground floor areas. It is separated by some six metres from the existing Merrion House and is linked to Merrion House at levels one and four in the new build extension.

3.3.5 Staff access to the new build office block and Merrion House is proposed either from the lower ground floor of the One Stop Facility (from Woodhouse Lane) or via the primary staff entrance from Merrion Way. Thereafter, staff can move through the new office block using two new lifts or stair core, whilst movement through Merrion House would be via five new lifts positioned where the current lifts are located.

3.3.6 The Council has committed to achieving the BREEAM excellent standard for this building, reflecting the commitment to sustainability and the environment. This will be reflected in the standards required under both the Category A and B works.

3.3.7 ***The Council's Category B Fit Out***

In order to progress the design proposals for the Category B works, the Council has retained its Joint Venture Company for design services Norfolk Property Services (NPS). NPS will progress the scheme proposals to RIBA Stage C (outline design), having regard for the Council's spatial, furniture and operational requirements.

3.3.8 ***Office Accommodation*** : It is proposed that on individual floor levels within both Merrion House and the new build extension, there will be a small number of localised meeting rooms located adjacent to the core of the buildings and staff break out/kitchenette areas provided on each level. The office environment will be based on shared space and different work environments to suit different types of working. There will be no allocated cellular offices. Around 1,310 workstations will be provided to provide a base for up to 1,900 staff.

3.3.9 **Meeting Rooms** : It is proposed to provide a central serviced meeting room suite located at level 1 in the new build extension. The meeting rooms will vary in size and will be capable of being used in a variety of configurations, with a number having movable folding acoustic partitions that will allow individual rooms to be used as larger spaces.

3.3.10 **City Centre One Stop**: It is proposed that the new build office block will incorporate a full height atrium from lower ground floor level to the new roof level, in order to maximise the provision of natural light into the One Stop Centre and the offices. The main customer/visitor entrance to the One Stop is proposed from Woodhouse Lane, whilst access can also be made available from Merrion Way. The publicly accessible area of the proposed One Stop Centre will extend to around 15,100 sq ft spread over lower ground and a mezzanine floor above.

The lower ground floor area of the One Stop Facility will primarily be an open plan environment, providing a combination of staffed help desks, self service points, enquiry positions, break out areas, waiting areas and private/semi private meeting rooms and toilets. The facility will also have a Changing Places Accessible WC. Customer and visitor access will be via a dedicated lift and stairs from the lower ground floor to the meeting room suite. Some partner working is already planned for this area.

3.3.11 **Tenants Enhancements**

Under the Heads of Terms provisionally agreed with TCS for the Council's occupancy of a refurbished Merrion House and new build extension, the Agreement for Lease contains provision allowing the City Council to request the company to undertake additional tenant enhancement works. These are over and above the basic Cat A works and are additional works that will be requested by the Council that currently form part of the Cat B works. This would make sense where this approach would provide value for money and where it is sensible and practical for the works to be undertaken by TCS.

Members of Executive Board should note that the Council will make a capital payment to TCS for the cost of such enhancements, whose value can not exceed the EU threshold, otherwise this would have to be competitively tendered. If the Council is minded to pursue such an approach, the value of the tenants enhancements will not be reflected in the rental to be paid by the Council for its occupancy of the building, nor would such works form part of the Council's dilapidation liability at the end of the lease term except where they are of a structural nature or will impact on the net lettable floor area of the building.

Examples of the nature of the proposed tenant enhancements include enhanced mechanical and electrical services provision to comply with the Council's occupational densities and work to accommodate the provision of additional customer lift and accommodation stair and landings within the new build extension.

3.3.12 **Service Charges**

The existing Merrion House is currently the most expensive building that the Council has to maintain, this is due to its size and age, and as stated previously has a significant backlog of essential maintenance and repairs.

The proposed TCS rental figure excludes a service charge for the provision of hard and soft facilities management. TCS has provided draft service charge details and costings, which gives the Council the option of entering into a Full Repairing and Insuring lease or a Service Charge lease. These costs are included within the financial model in confidential appendix A

TCS wish the Council to enter into a Service Charge lease, in particular to ensure warranties are maintained on the principle components of the new Merrion House. These items include repair and maintenance of the external envelope and roof; maintenance of mechanical and electrical items (heating plant, fire protection plant and lifts) and also maintenance of any external landscaping/public realm (if any). In respect of all other items including internal maintenance, decoration, cleaning, security and premises management, TCS are also prepared to undertake these elements under a service charge, if the Council consider this as the best way forward.

There are clearly financial benefits to the Council in discharging responsibility for the maintenance of the external envelope, roof, lifts, plant and external window cleaning. By dealing with these via the service charge it should minimise the Council's dilapidation liability at lease expiry.

With regards to the soft facilities management elements, such as internal maintenance, decoration, cleaning, security and premises management, this will require further consideration, prior to the building opening. There is further work to undertake to conclude the output specifications, performance management framework and risk transfer on all items under hard and soft facilities management. Members are to note that the delivery options for hard and soft facilities management items for Merrion House, under a service charge to either TCS, LCC or another provider, in whole or in part, will be considered and implemented by the Director of Resources under existing delegated authority.

3.4 **Heads of Terms and Shared Ownership Proposals for Merrion House**

The provisionally agreed Heads of Terms and the shared ownership arrangements for the above proposed agreement with TCS are detailed in the confidential appendix A

3.5 **Relocation of Staff from Merrion House**

- 3.5.1 Prior to the proposed refurbishment and extension works, staff will be taken through new ways of working and relocated out of Merrion House. An extensive exercise has been undertaken to find the best and most cost effective way to accommodate the 1200 Council staff from Merrion House whilst it is being refurbished. This involved finding out from the identified services, which teams

would best be located in close proximity to one another and which needed to be located within the city centre. It has also involved carrying out surveys, space planning and costing exercises to identify available space, or space that could be created by taking staff through new ways of working, within suitable existing Council buildings.

3.5.2 Members are to note that 70% of the 1200 staff to be moved out of Merrion House will be accommodated within twelve current Council properties. Six of these buildings are subsequently to be released as part of phase 1 city centre so investment to accommodate staff in those buildings will be kept to a minimum. The other six properties identified are to be retained by the Council, three as part of the city centre core group and the other three to support teams out in localities. Investment in these properties will therefore be of long term benefit. The twelve are as follows:-

- Civic Hall
- St Georges House
- Enterprise House
- 2 Great George Street
- Thoresby/Leonardo Building
- Westgate
- Cross Green
- 180 Chapeltown Road
- Killingbeck
- Evolution House
- Adam's Court
- Belgrave House

The remaining 30% of staff will be temporarily accommodated in third party 'leased in' office accommodation under a short term three year lease. Following recent investigation into the market it is considered the Council can achieve a favourable deal to secure appropriate accommodation for this period. This will be a basic office standard with fit out to support new ways of working. Executive Board to note that authority is sought to allow delegated authority to the Director of City Development to negotiate the detailed Heads of Terms for an appropriate building and lease to accommodate staff on a temporary basis whilst the proposed refurbishment of Merrion House is undertaken.

3.6 Remaining Stages of Phase 1

The next stage commences once Merrion House has been handed over to TCS, and involves taking the remainder of the 3150 city centre staff through new ways of working. This will also require the alteration and refurbishment works to the remaining office floors of the Civic Hall and St Georges House, in order to maximise the number of additional staff that can be accommodated within these buildings to be retained.

Once Merrion House has been refurbished and fitted out services will be relocated into the new facility from the buildings to be released. At this point staff

will be working in new ways in one of the four core city centre buildings to be retained. This will then allow leases to be terminated and owned property to be released for sale. The marketing of the owned properties will commence in advance of their release to ensure that where possible a solution is in place by the time of their release.

3.7 ICT Provision

The main investment required within this business case is to provide appropriate ICT technology packages for staff based on their new workstyle. Standard ICT products to allow flexible working will be made available to staff on this basis.

The products delivered will be tailored to the requirements of the location and service and to the individual's workstyle, to support flexible delivery of services and maintain service delivery.

Not all components will need to be procured for all buildings or all staff within each project, as any existing equipment which is already in use and deemed fit for purpose (i.e. of the appropriate current specification and within warranty) would be re-allocated.

4.0 Corporate Considerations

4.1 Consultation and Engagement

Senior Members are updated on a regular basis on progress.

Regular key stakeholders meetings are held with Chief Officers from each service area of the Council plus a senior union representative for communication, consultation and engagement purposes. These representatives have also co-ordinated the information from their service areas for planning purposes.

The Corporate Leadership Team and Senior Management Teams have been briefed and consulted on the proposals where appropriate, including proposals related to Merrion House. Service leads have also been consulted on the City One Stop through a number of workshops and events. A series of further extensive communication events and open days for all city centre staff are being programmed in to follow Executive Board subject to approval of the proposals. The aim of these events is to convey information on the phase 1 roll out and provide an opportunity for colleagues to offer their views and comments.

Customer focus groups comprising Leeds citizens are consulted on a regular basis around the city centre one stop proposals. Their views on how services are delivered by Leeds City Council are used to inform and improve services.

Union representatives receive regular updates on progress at the corporate JCC meetings and at local JCC meetings as projects are delivered. Arrangements are being made to brief these groups in more detail post Executive board.

4.2 Equality and Diversity / Cohesion and Integration

Equality, diversity, cohesion and integration requirements are embedded in all planning processes for Changing the Workplace including location, fit out and service re-design.

A comprehensive Equality Impact Assessment has been completed for the Changing the Workplace Programme which covers all aspects of the delivery of the City Centre Phase. From this an action plan has been drawn up and maintained by all action owners. The following summarises some of these actions that are in place to help mitigate the impact of the projects on certain groups:

- There are clear principles in place for accessing the different work styles under Changing the Workplace.
- Equality requirements are embedded in all planning processes for Changing the Workplace locations and fit-out
- The impact on staff not involved in Changing the Workplace programme or pilots to date is clearly understood.
- A mechanism is in place to gather ongoing feedback from managers and staff already working in new ways
- Appraisals prompt reflection on well-being and new ways of working
- The relationship between Access to Work and Changing the Workplace is clear.
- Appropriate staff and manager guidance, materials and learning interventions are in place to enable staff to access new ways of working.
- Changing the Workplace principles are aligned to the council's values

Project specific Equality Impact Assessments have also been completed for Changing the workplace projects currently being delivered, ensuring due regard is given to equality and diversity. These projects include Phase 1, 2 Great George Street and other early wins projects. Further Equality Impact Assessments will be produced, as required at the appropriate time.

4.3 Council Policies and City Priorities

The Programme supports the Council ambition to be “The Best City Council in the UK” and the Council's new values. It will assist in the achievement of outcomes contained in the Council Business Plan 2011-2015 and help to deliver the wider city priorities and specifically the priorities on leading the transformation of our workplace culture and working environment in the context of the council's new values.

The proposal will also underpin the regeneration of this area of Leeds, complementing the public realm improvements in progress as part of the Arena development and the proposal being progressed by TCS to improve the wider Merrion Centre

4.4 Resources and Value for Money

Required resources to deliver have been identified across the programme for phase 1 and costed into the model where appropriate. A resource strategy is being discussed with senior officers to ensure we have the capacity and skill base to deliver this work on time and in budget.

The proposal contained in this report does deliver best value for money in both financial and non financial terms by providing the most cost effective solution to the city centre office liabilities and creates a platform to deliver further efficiencies across facilities management, business support and other areas of the business.

4.5 Benefits: Financial & Non Financial

Financial - details of the business case are shown in confidential appendix A. The financial benefit of the proposal detailed in this report over the 25 year period of the business case will result in an estimated cost saving to the Council of £15.3M compared to the cost of a minimum option whereby the Council only undertakes repair and maintenance liabilities under the terms of it's existing lease arrangements at Merrion House.

Non Financial – This proposal will provide a platform to support; delivery of further efficiencies, a more flexible approach to delivering services and ultimately support delivery of improved services to our customers, staff to accommodate change more effectively and managers to manage more effectively. The projects delivered to date have shown that health and wellbeing and productivity have improved as staff are empowered to work in more flexible ways.

4.6 Legal Implications, Access to Information and Call In

The legal implications are considered in detail in the confidential Appendix A.

4.7 Risk Management

A risk analysis has been carried out with the key risks associated with this proposal and detailed in confidential Appendix A

5.0 Conclusions

The proposal detailed in this report will result in a further six buildings being released, investment in our retained workplaces to support new ways of working and a platform to deliver future efficiencies around the key business improvement programmes of work. Whilst it is acknowledged that additional budget provision will need to be put in place to support this proposal, there is an overall financial cost benefit to the Council in the order of £15.3M over 25 years against the Council undertaking the minimum option as shown in confidential Appendix A to the report.

6.0 Recommendation

Executive Board is requested to:-

Agree the proposals outlined in this report regarding city centre office accommodation on the basis of the specific recommendations contained at section 6.0 in the confidential appendix to this report.

7.0 Background Documents ¹

Changing the Workplace Executive Board report Aug 2010 (Public document)

Quarter one capital report July 2011

Urban Traffic Control report Sept 2011

Changing the Workplace City centre one stop report Nov 2011

¹ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.