

TITLE OF REPORT: OFFICE ACCOMMODATION

REPORT OF THE HEAD OF REVENUES, BENEFITS AND INFORMATION TECHNOLOGY
EXECUTIVE MEMBER: COUNCILLOR T.W. HONE

1. SUMMARY

- 1.1 To advise Members of the progress of the project for the refurbishment of the District Council Offices (DCO) including the various options that have been included in the tender documents.
- 1.2 To advise Members that there will be a subsequent Part II Report and Addendum Report also to be considered in Part II, detailing the costs of the refurbishment, having received the final tenders, which will be circulated as soon as possible.

2. RECOMMENDATIONS

- 2.1 That Members note the position relating to the project.
- 2.2 That Members note that final details of the costs will be made available in the Addendum Report.
- 2.3 That in the choice between option 2 and option 3, option 3 is the preferred choice.
- 2.4 That if any options are to be excluded Members agree the priorities for each of the five options in the tender documents as detailed in paragraph 8.10.8 below.
- 2.5 That the Project Executive convenes a Member Focus Group to consider the best uses of the rooms in the Civic area of the building.

3. REASONS FOR RECOMMENDATIONS

- 3.1 To enable the refurbishment of the DCO to proceed.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 These have been considered at previous meetings of the Council and are summarised at 7.3 to 7.5 below.

5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS

- 5.1 Presentations were made to Members on 28 June 2016 and 29 June 2016.
- 5.2 The Leader and Deputy Leader of the Council have been consulted on the contents of this report.

6. FORWARD PLAN

- 6.1 This report contains a recommendation on a key decision that was first notified to the public in the Forward Plan on the 15 June 2016.

7. BACKGROUND

- 7.1 Rationalisation and improvements to the Council's Office Accommodation has been under consideration for many years. A major step forward was made in 2011 when staff occupying Town Lodge relocated to the DCO resulting in savings of £70,000 per annum, which will increase when the building is eventually removed from the Council's ownership. This was achieved in the main by implementing a major programme of flexible and home working together with a natural shrinkage in the work force due to efficiencies being implemented over a period of time.
- 7.2 Members are referred to previous reports to the Council on 13 December 2012 and 18 July 2013 for a fuller history regarding the Council's Office Accommodation.
- 7.3 During this process many options have been considered for the Council's ongoing office accommodation including and not exclusively:
- Purchase and refurbishment of the Old Grammar School
 - Relocation to the site of the old Icknield Way Depot
 - Provision of a drop in facility in the Town Centre with the main Council Offices being located out of Town
- 7.4 These options were all rejected either on grounds of cost (building new offices on a new site estimated at £10.4M at 2013 prices) or because of the Council's wish to retain a Town Centre presence in Letchworth because of its central location within the District, easy access to the Train Station, the 'buying power' of staff and Councillors in Town Centre businesses, and availability of parking.
- 7.5 It was therefore decided to remain at the DCO and carry out refurbishment of the premises to make the building weather tight, compliant with new regulations, replace the ageing lifts, replace the boiler, improve the temperature controls and make the building more of a Civic Centre by co-locating with a suitable partner or partners.
- 7.6 The Council completed the purchase of the DCO in December 2013 at a cost of £3.668M which has resulted in a further saving of £130,000 per annum in the Council's revenue costs.
- 7.7 At its meeting on 18 July 2013, the Council put an amount of £3.45M into the Capital Programme for the refurbishment works.
- 7.8 Major items included in this cost comprised of the following and constituted the Base Scheme at the time:
- Disability Discrimination Act compliance works to the stairwells
 - Replacement of the curtain walling
 - Removal of existing internal partitions floors 2 - 5
 - Removal and replacement of the suspended ceiling grid
 - Creation of open plan office layouts utilising existing furniture with new meeting rooms, kitchen facilities, centralised storage and break out areas.

- Replacement of finishes
- Refurbishment of the civic suite including new furniture
- Boiler replacement
- Installation of chilled beams throughout office areas to reduce internal temperatures at peak temperature periods.
- Electrical Installation upgrade
- New lighting scheme
- Alterations to fire and security systems due to refurbishment works

7.9 One of the objectives of moving to an open plan environment was to create enough space to consider co-locating with a partner organisation(s) to either create a revenue stream from the rental income or reduce revenue expenditure should the partner organisation be one that is grant funded by the Council.

7.10 Since the Base Scheme was agreed, there have been some changes to it such as replacement of the ageing lifts, which are prone to breakdown and for which it is difficult to get replacement parts. (The changes are detailed at 8.3.3 below). Other suggestions have also been made by staff and Members for further changes to improve the usage and flexibility of the building in addition to changes required as part of the planning consent. This has resulted in the Planning Enhancement proposals and five additional options detailed at 8.4 to 8.9 below. Designing and evaluating these has taken some time.

7.11 Tender documents were issued on 1 June 2016 with a return date of 5 July 2016. This is three years after the original funding was made available through the Capital Programme and during that time building costs have increased significantly meaning that it is now expected that the original amount of £3.45M will not be sufficient to fund the Base Scheme, let alone any of the additional improvements suggested.

8. ISSUES

8.1 In order to move to the Tender Stage without any further delay, it was decided to proceed on the basis of the Base Scheme including the updates since the original report in July 2013 and the changes as part of the planning consent, together with five further options as mentioned in 7.10 above.

8.2 Appendix 1 provides further details on the Base Scheme, the Planning Enhancements and each of the five options, which can be summarised as follows:

Option	Description	Comments
Base Scheme	Base Scheme	
Planning	Planning Enhancements	Requested as part of the existing planning permission by NHDC Planning Officers and Letchworth Garden City Heritage Foundation
Option 1	Ground Floor South Wing Refurbishment	This may not be possible depending on what floor area is required by any partner
Option 2	1st Floor South – Flexible Civic Accommodation v1	Choice between option 2 & option 3. Cannot be both. One required to enable options 4 & 5

Option 3	1st Floor South – Flexible Civic Accommodation v2	Choice between option 2 & option 3. Cannot be both. One required to enable options 4 & 5
Option 4	1st Floor South Wing - Improvements in Civic Importance of Civic Suite	For full implementation requires widened corridor that comes with either option 2 or 3
Option 5	1st Floor North Wing	Needs either option 2 or 3 to implement but can be omitted

8.3 **Base Scheme**

8.3.1 The intentions of the Base Scheme are to make the building compliant with current legislation, to improve the control of the temperature within the building both for the comfort of those occupying it and to save on energy costs, to create a more flexible building in terms of its usage and to capitalise some costs that were in the one to five year revenue maintenance budget.

8.3.2 The majority of the items first identified in 2013 and listed at 7.8 remain in the Base scheme with the exception of:

- The suspended ceiling grid will not be removed on the Ground Floor North (and part of GF South), and First Floor North and South where new tiles are to be installed in the existing grid

8.3.3 The following have either been added or changed:

- Refurbishment of the Civic Suite includes redecoration, replacement to pelmet lighting in the Council Chamber, alteration of the solid timber feature behind the dais, new furniture, new audio visual system and replacement of the rail whiteboard system in the Committee Rooms with a new multi-functional system
- The use of chilled beams has now been superseded by Phase-Change low energy ventilation/cooling systems. After further thermal modelling by consultants, the integrated phase-change low energy cooling & ventilation strategy is predicted to fully meet the published requirements, utilising products developed since the original 2013 proposals. The system will intelligently control how energy is stored and released, and fresh air ventilation provided can reliably maintain temperatures within comfort zones while significantly reducing energy consumption compared to the 2013 proposals
- There is a need to remove asbestos, which was not identified in 2013
- Roofing works on 5th floor roof – this was originally included in the 1 – 5 year planned maintenance budget and would have been a revenue cost
- Refurbishment of the main entrance doors and inner lobby has been added. This is part of the renewal of the Curtain walling, to achieve improved thermal performance and maintain a unified appearance
- Increased specification for the lift refurbishment to meet current legislation
- Wall ties and movement joints to external brickwork - this was originally included in the 1 – 5 year planned maintenance budget and would have been a revenue cost
- Car Park markings - this was originally included in the 1 – 5 year planned maintenance budget and would have been a revenue cost

- Increase in costs to decant staff to Town Lodge – this is offset by a reduction in overall costs as the contractor will be able to complete the refurbishment works more quickly with staff out of the DCO
- 8.3.4 A major component of the Base Scheme is the replacement of the windows and cladding. The building was built using an Astrawall system which suffered major water penetration during the 1980's. It was refurbished in 1992/3 by renewal of gaskets, vision glazing, opening light frames and flashings, all carried out within the existing system framework. At the present time, the existing curtain walling gaskets are again approaching the end of their design life.
- 8.3.5 Astrawall is no longer manufactured and it would not be possible to install double glazing with this system, which is essential as it is not possible to use low-E glass coatings with single glazed units to maximise energy savings. Other compelling reasons to replace the external cladding are:
- No thermal break is present in the Astrawall framing, giving cold bridging at every mullion and transom. Astrawall will not give the winter energy saving of an up-to-date system as required in the Services Sustainability Appraisal.
 - No drainage channels are designed into the Astrawall system mullions, which remain prone to water penetration affecting the internal building fabric.
 - Only one company (Structura) is officially approved for repair and refurbishment of UK Astrawall and Stoakes systems.
 - The possibility of complying with future energy legislation without total replacement is unlikely.
 - Reduced asset value of the building if the future needs of the Council change and it was desired to sell or rent the office space.

8.4 **Planning Enhancements – Drawing 3000-C-002-17: Appendix 2**

8.4.1 These are enhancements suggested by the Council's Planning Officers and Officers from the Letchworth Garden City Heritage Foundation and for which Planning permission has been given. The intention is to make the building more like a Civic building rather than a 1970's office block. These include the provision of a large clock and the name "North Hertfordshire District Council" fixed to the south facing edge of the building as well as renewing all other glazing to match curtain walling; new signage and render background; new entrance canopy; entrance front walls removed & new steps; new brickwork to pathways.

8.5 **Option 1 - Ground Floor South Wing Refurbishment – Drawing 3000-C-002-80A: Appendix 3**

8.5.1 This option is to create an informal meeting/vending area on the ground floor, which can be used by staff and members of the public waiting to be seen by a Council Officer or perhaps an Officer from a partner organisation.

8.5.2 Many Councils now operate café type arrangements in or around their reception areas.

8.5.3 The existing staff area on the 5th Floor will be removed to create more office space on that floor.

- 8.5.4 This option requires space on the ground floor and it may not be possible to proceed with this depending on how much ground floor space is required by any potential tenants.
- 8.6 **Option 2 - 1st Floor South – Flexible Civic Accommodation v1 – Drawing 3000-C-002-90A: Appendix 4**
- 8.6.1 This option installs moveable partitions in the Council Chamber to create six meeting rooms for use when the whole Council Chamber is not required. A wider corridor will be created and moveable walls will be installed between three Committee Rooms to maximise flexibility. A kitchen will be provided for use within the Civic Suite.
- 8.6.2 This option will create more working space to enable the Council to let out part of the building to a partner organisation.
- 8.7 **Option 3 - 1st Floor South – Flexible Civic Accommodation v2 – Drawing 3000-C-002-100A: Appendix 5**
- 8.7.1 This is an either/or with option 2 and is very similar except that it creates three meetings rooms within the Council Chamber for use when the Chamber is free plus an informal working/meeting/greeting area for use by Officers and Members.
- 8.7.2 As with option 2, this option provides for additional meeting rooms during the day and frees space elsewhere in the building for additional workstations and provides a kitchen for use within the Civic Suite.
- 8.7.3 This option will create more working space to enable the Council to let out part of the building to a partner organisation.
- 8.8 **Option 4 - 1st Floor South Wing - Improvements in Civic Importance of Civic Suite – Drawing 3000-C-002-110: Appendix 6**
- 8.8.1 This option provides an enhanced public entrance to 1st Floor Lift Lobby and Civic Suite corridor and enhanced Member accommodation within one of the rooms.
- 8.8.2 To gain maximum benefit from this option, it requires the widened corridor available through either option 2 or 3.
- 8.8.3 This option will provide:
- Enhanced hardwood feature wall linings to 1st Floor lift lobby & Civic Suite corridor;
 - Additional curved ceiling bulkhead, plaster ceiling area and downlights to 1st Floor Lift Lobby;
 - Additional ceiling bulkheads and plaster ceiling bands to Civic Suite corridor;
 - Enhanced finishes generally;
 - Full height polished stainless steel door handles & kick plates, etc. to 1st Floor lift lobby & Civic Suite corridor doors;
 - Purpose-made hardwood display case to 1st Floor lift lobby;
 - Purpose-made hardwood bookcases to Committee Rooms 1 & 2
- 8.8.4 This option in conjunction with either option 2 or 3 and option 5 will provide a number of rooms, the exact use of which can be determined later, i.e. Committee Rooms,

Members' Room, Leader's Room after further consultation with Members, perhaps through a Member Focus Group.

8.9 **Option 5 - 1st Floor North Wing – Drawing 3000-C-002-120A: Appendix 7**

8.9.1 This option is to make the North Wing of the 1st Floor open plan with offices/meeting rooms in each corner. This will provide space for more workstations and will allow enhanced temperature control measures in this part of the building.

8.9.2 This option will create more working space to enable the Council to let out part of the building to a partner organisation.

8.10 **Evaluation of options**

8.10.1 All the options available will improve the appearance, functionality, long term future and working conditions within the building and Officers would recommend that all (allowing for only one of options 2 & 3 are possible) are implemented for the reasons detailed in 8.12 below.

8.10.2 After consideration of the Addendum Report to follow, which will detail actual costs from the tenders received, Members may decide that not all the costs are justified and therefore some prioritisation of the options may be helpful.

8.10.3 The Planning Enhancements have been reviewed by the Project Board and some could be removed to save costs such as the clock and the Council's name on the building and these would reduce costs by a relatively small amount of £23,000. Changes to the entrance, brickwork and glazing have been retained to achieve the intention of making the building appear more like a Civic building than a 1970's office block.

8.10.4 Options 2 and 3 are mutually exclusive and only one can be implemented. Whilst option 2 provides for the possibility of six additional rooms when the Council Chamber is not in use, compared with three for option 3, option 3 does provide a very flexible and potentially very useful larger open plan area, which is not available at the moment. Option 3 is also less expensive than option 2 and for these reasons, Officers would recommend option 3 over option 2.

8.10.5 Option 1 will provide a needed space for Officers, Members and visitors to meet informally and provide facilities for customers and visitors to obtain refreshments whilst they wait. However, the view of Officers is that option 1 provides the least benefit as it results in a reduction in the available floor space in the Ground Floor South Wing for a potential tenant to occupy.

8.10.6 Option 4 would provide a more Civic "feel" to the Civic part of the building and would enhance the facilities for Members by providing new higher specification lounge-style loose furniture, (sofas, chairs, coffee tables & the like), with higher specifications to wall finishes and bookcases/sideboard/credenza feature for display & reference information. For Option 4 to be available, either option 2 or 3 is required to provide the widened corridor leading from the lift lobby to the Council Chamber.

8.10.7 Option 5 is considered the most beneficial as this will open up a whole additional floor for workstations, making it more likely that a whole wing or floor can be freed up elsewhere to accommodate a tenant. Removal of the cellular offices will also improve airflow and therefore improve the temperature and ventilation controls in that wing.

8.10.8 Consequently, Officers would recommend that the options should be prioritised in the following order:

- Planning Enhancements
- Option 5
- Option 3 in order to facilitate
- Option 4
- Option 1

8.11 **Potential Tenants**

8.11.1 The Council is in discussions with two possible tenants, further details of which are available in the Part II Report.

8.12 **Considerations**

8.12.1 This refurbishment is a very large investment for the Council to make and there are compelling reasons for doing so

8.12.2 Much of the work in the Base Scheme would have to be done anyway regardless of whether the Council bought the building or not. Prior to purchase, the Council had a full repairing lease and would have been liable to carry out these works in any event. By doing these works as part of a larger capital project, the Council is saving future costs to its revenue budgets. This is expanded on in 10.9 below and details can be found at Appendix 8.

8.12.3 The cladding and windows are beyond their projected life and are beyond repair. Water penetration is evident in various parts of the building, most notably during the recent heavy rain.

8.12.4 The changes will bring about a modern, flexible building which will enable the Council to co-locate with one or more partner organisations and thereby create more of a Civic Centre for customers and revenue income stream.

8.12.5 Temperature controls within the building are not fit for purpose and pose, at times very uncomfortable conditions for staff to work in. Temperatures can exceed 35 degrees at the height of summer. The cellular offices evident in most parts of the building hinder air flow and contribute towards the poor temperature controls.

8.12.6 The British Council for Offices (BCO) Guide 2000 states that 25°C should not be exceeded for more than 5% of the occupied year for naturally ventilated buildings. At the DCO, 25°C is exceeded for over 20% of the occupied year in some offices.

8.12.7 Dissatisfaction with Office Accommodation is regularly high in staff satisfaction surveys and is so important to staff that they are willing to endure the disruption of decanting to Town Lodge for a period of around six months to facilitate this refurbishment. Staff morale would be seriously compromised if this did not proceed.

8.12.8 The table below shows staff satisfaction ratings for various elements of office accommodation since 2007:

	Element	2007	2010	2012	2014	2016	% point change since 2012
1	Provision of meeting rooms	46%	47%	62%	58%		-4%
2	Provision of recycling receptacles	35%	33%	71%	79%	73%	2%
3	The appearance of the main reception area	73%	67%	76%	70%		-6%
4	Temperature at your workplace on hot days	51%	46%	33%	33%		No change
5	Temperature at your workplace on cold days	68%	52%	40%	41%		+1%
6	Lighting levels at your workplace	71%	77%	66%	60%		-6%
7	The space where you work	80%	75%	67%	64%		-3%
8	Provision of quiet working areas	48%	45%	36%	38%		+2%
9	Provision of kitchen facilities near workplace	83%	80%	71%	65%		-6%
10	Cleanliness in kitchen area nearest your workplace during the last 2 months	68%	61%	55%	50%	50%	-5%
11	Provision of toilet facilities near workplace	78%	77%	71%	69%		-2%

8.12.9 The staff satisfaction survey for 2016 was designed at a time when it was expected that staff would already have decanted to Town Lodge and therefore the questions above would have been irrelevant and were not asked with the exceptions of questions 2 and 10.

8.12.10 The refurbishment will leave a well appointed, flexible building, which would help to maintain the value of the asset and help considerably to ensure that Letchworth remains at the Civic heart of the Community regardless of what may occur with any future local government re-organisations.

9. LEGAL IMPLICATIONS

9.1 Section 5.6.16 of the Council's Constitution sets out that Cabinet has the responsibility "to manage and maintain the Authority's accommodation". As the report is seeking an increase in the approved Capital Programme this is a matter for Full Council, as set out in section 4.3 of the Constitution.

9.2 The specific legal implications of the different elements of the project, for example contract, procurement, property and planning matters are monitored through the Project Team and Project Board, which include representatives from the Legal Team.

10. FINANCIAL IMPLICATIONS

10.2 Council at its meeting on 18 July 2013 agreed an amount in the Capital Programme of £3,450,000, which was for the Base Scheme only as it stood at the time.

10.3 Since 2013, construction costs have increased and the proposal now before Members is for a greatly enhanced building, which will give the Council the option to generate revenue income and reduce its carbon footprint and therefore costs through more

efficient energy usage. The amount of energy savings has been estimated at £21,000 per annum.

- 10.4 The expected costs of the Base Scheme, Planning Enhancements and other options are considered in the Financial Implications section of the Part II Report.
- 10.4 The Office Accommodation Project has already produced annual savings of £200,000 through the move from Town Lodge and the purchase of the DCO and these savings are set to increase when the Council can dispose of Town Lodge.
- 10.5 The amount of potential rental income is considered in the Financial Implications section of the Part II Report.
- 10.9 It should also be taken into consideration that if the Council decided not to proceed with the refurbishment of the DCO, there would still need to be essential works carried out in the next ten years, which was estimated to total £1.62M at 2013 prices. Details of these works are at Appendix 8. Of course the longer into the future that these works are carried out, the more likely that prices will increase even further. If the refurbishment proceeded, these works are all included within it.
- 10.10 At current interest rates ranging between 0.8% and 1.15% with an average of 0.98%, an additional investment of £1.847M would result in a loss of interest of £18,470 per annum. The initial investment of £3.45M would mean a loss of interest income of £34,500 and this has already been factored into the Treasury Management Programme for 2016/2017. There is a concern that the outcome of the recent EU Referendum could result in a further reduction in interest rates, which will of course reduce this figure.
- 10.11 By not spending the £3.45M allocated in the Capital Programme for three years, this has earned interest of £135,240 over the three year period.

11. RISK IMPLICATIONS

- 11.1 There is a reputational risk associated with any investment of this size in terms of whether the Council is achieving value for money. Mitigation against that would be:
- The creation of a multi-purpose Civic Centre by co-locating with partner organisations and making the best use of the asset
 - Future proofing against known costs of essential repairs and maintenance required over the next ten years
 - Securing the future value of the asset
 - A modern, flexible, multi-purpose building will make the retention of a Civic presence in Letchworth Garden City more likely whatever happens in terms of any possible future Local Government re-organisation
- 11.2 Essential repairs and maintenance over the next ten years are valued at £1.62M at 2013 prices and these will almost certainly increase over that period.
- 11.3 Working conditions in the DCO are poor especially around temperature controls and are the cause of much dissatisfaction amongst staff. Not proceeding with this refurbishment would undermine staff morale.

- 11.4 There is a risk that the Council may not be able to come to agreement with potential tenants for co-location and therefore the revenue income will not meet the anticipated level. There is already interest from two organisations as explained at 8.11 and in the Part II Report together with a request for touchdown facilities from another organisation and there is every reason to be optimistic that one or more of these options will come to a satisfactory conclusion.
- 11.5 The present timetable, subject to the Council approving the increase in the Capital Programme is for work to commence in October 2016 and be completed by the end of March 2017. Staff will decant to Town Lodge during September 2016 and return during April 2017. During this period, Council and Committee Meetings that would normally be held at the DCO will be held at the Hitchin Town Hall. There is a risk that the works may not be completed by the end of March possibly because the cheapest tender is from a company unable to start in early October or because contractors do not feel that an end of March timescale is achievable. The works themselves may be disrupted for example due to inclement weather conditions or difficulty in obtaining materials. The major risk around this is for administration of the County Council elections in May 2017. A contingency for elections was devised for when it was originally thought that decanting would be earlier in 2016 and should it be necessary, there is no reason why that contingency, using facilities in the Letchworth Museum building could not be used in 2017.

12. EQUALITIES IMPLICATIONS

- 12.1 The Equality Act 2010 came into force on the 1st October 2010, a major piece of legislation. The Act also created a new Public Sector Equality Duty, which came into force on the 5th April 2011. There is a General duty, described in 12.2, that public bodies must meet, underpinned by more specific duties which are designed to help meet them.
- 12.2 In line with the Public Sector Equality Duty, public bodies must, in the exercise of its functions, give **due regard** to the need to eliminate discrimination, harassment, victimisation, to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not.
- 12.3 Each of the proposals made in this report already take 'due regard' in relation to ensuring that the Council's Head Office not only remains as accessible as possible to groups with protected characteristics, but the exploration of joint use with other partners could make access to a range of services much more easy. Once Members have discussed and agreed which is their preferred option or options, Officers will work on the completion of final Equality Impact Assessment to evidence that relevant steps have or will be taken to ensure best equality of access.

13. SOCIAL VALUE IMPLICATIONS

- 13.1 As the recommendations made in this report constitute a public service contract, the measurement of 'social value' as required by the Public Services (Social Value) Act 2012 need to be applied, undertaken through the contract tendering process.

14. HUMAN RESOURCE IMPLICATIONS

- 14.1 The carrying out of the refurbishment works will cause considerable disruption to staff as they will be required to decant to Town Lodge for a period of around six to eight months. Staff have been kept aware of this project and the implications of the decant

and there is a general acceptance amongst staff that this disruption will be worth it to ensure that they have a better building to which to return, especially in terms of temperature controls.

- 14.2 There will also be some changes to working practices resulting from the refurbishment, especially around the concepts of working in an open plan office with clear desk standards and the potential of sharing the building with partner organisations. These are not new concepts to many staff as these arrangements are already in place in much of the building; however it is recognised that these will need to be reinforced in some areas of the Council. The Project Team is working with Human Resources to ensure that these messages are effectively passed to staff.

15. APPENDICES

15.1 List of Appendices:

- Appendix 1 – Descriptions of Tender Options
- Appendix 2 – Planning Enhancements
- Appendix 3 – Option 1 Drawing
- Appendix 4 – Option 2 Drawing
- Appendix 5 – Option 3 Drawing
- Appendix 6 – Option 4 Drawing
- Appendix 7 – Option 5 Drawing
- Appendix 8 – Works for Ten Year Period

16. CONTACT OFFICERS

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17. BACKGROUND PAPERS

17.1 Report to Council 13 December 2012.

17.2 Report to Council 18 July 2013.

17.3 If any Member no longer has these reports and for new Members, copies can be obtained either from the Council's web site or via the Committee & Member Services Manager ian.gourlay@north-herts.gov.uk Tel: 01462 474403. Please note that the Part II Report for the meeting on 18 July 2013 is not available on the web site and will need to be obtained from the Committee & Members Services Manager.