

**APPENDIX 3**

# **Good Stewardship for Schools' Premises**

## **2012 Update**



**Please read in conjunction with 2009 Edition**

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## **Aims and Purposes**

The purpose of this Guide is to assist Headteachers and Governors of Community Schools to provide good stewardship of their school premises. This edition provides some updates to the information in the 2009 edition but does not replace it.

**Headteachers and Governors of Academies, Foundation and Aided schools may find the information contained in the Guide useful.**

Good Stewardship is a joint responsibility for the Community School and County Council for, whilst the County Council still owns the property assets and employs school personnel, the delegation of budgets and responsibilities, particularly for school property management and maintenance, means that schools have a vital role to perform in discharging good stewardship.

It is important that schools manage and maintain their buildings to a standard that complies with legal requirements, best practice as well as the Authority's standards. This update focuses on managing budgets and appointing professional property advice and contractors.

## **Roles and Responsibilities**

### **Property Services**

Now located in LGSS Finance, Property Services provides support to schools on general property issues. This does not replace the role of schools' Property Advisers – schools are strongly advised to purchase professional property advice.

## **Maintenance Budgets**

### **Capital Maintenance**

Schools have allocations of Devolved Formula Capital to be used for building projects identified in their Asset Management Plans. The allocations of Formula Capital are indicated to schools in letters from Education Capital.

After three years, uncommitted Capital funding may be clawed back through CYPs Finance.

The implications of the Chartered Institute of Public Finance Accountants (CIPFA) Definition of Capital in the context of Formula and Targeted Capital are that capital funding:

- is included in delegated Fair Funding budgets;
- must not be used for general maintenance, redecoration or routine repairs;
- must not be used for the purchase of books, ICT software or training;
- is distinct from any element for routine repairs and maintenance that may be included in delegated fair funding budgets;
- must not fund leases in respect of equipment or facilities;
- may not be used for the hire of temporary accommodation, unless it is part of a larger project.

Further information on the use of Capital can be obtained from Education Capital.

## Seeking Capital Investment from the Authority to Address Maintenance and Condition Needs

In cases where the value of high-priority Condition projects exceeds the income, an application can be made to Education Capital to consider emergency funding. This will usually take place after the work has been carried out and the school needs to top up their DFC to avoid going into deficit.

Prior to approaching the Authority, schools must be able to demonstrate that they have explored all other sources of funding and have consulted with their Property Advisor and Finance Advisor.

In particular, schools and colleges must:

1. Use all available Devolved Formula Capital (DFC), revenue and other available funds giving priority to their identified condition and maintenance needs.
2. Consider purchasing capital items by drawing down up to three years' worth of DFC in advance.
3. Use any revenue balances which exist by capitalising these surpluses to cover the capital costs of the identified works. This should be discussed with the Schools Corporate Finance Team.
4. Consider applying for a capital cash-flow loan from the Schools Corporate Finance Team.
5. Consider the potential of securing private donations to meet the costs of specific projects.

If, having explored all of the above options, a school, decides to apply to the Authority for capital funding support. Their application must be accompanied by an:

- Education Asset Management Plan produced by the school's Property Advisor with estimated costs, expected start and completion dates, information on phasing and project management and construction fees.
- Information on the procurement arrangements the school is intending to make for project management and carrying out the work. Schools are reminded of their obligation to procure all works in strict accordance with the current Cambridgeshire County Council Contract Regulations.
- Copy of the school's most up-to-date Capital Budget Plan.
- Copy of any other relevant information such as boiler service sheets.

Once complete the application should be sent to the Business Support Helpdesk email: [bsupportd@cambridgeshire.gov.uk](mailto:bsupportd@cambridgeshire.gov.uk)

Applications for support funding will be subject to a detailed technical assessment, taking account of the following:

- The school has explored all funding streams available to them to implement the project.
- It is essential for the work to be undertaken within the next 12 months i.e. the effective operation of the school would be seriously affected if the work was not undertaken within this timescale.
- The identified costs are in line with expectations for the type of work needing to be undertaken.
- The application is for one or more of the following:

Replacement of boilers with more energy efficient models

Replacement of boiler controls  
Replacement of roofs where it can be established that it is no longer possible or practical to undertake patch-and-mend  
Replacement of windows because the frames are structurally unsound and pose a potential hazard

Applications will be:

1. Approved with no modifications; or
2. Approved with modifications to the school's Capital Budget Plan; or
3. Declined

Funding for approved applications will generally be on the basis of a grant. In some circumstances a loan repayable to the Authority within a maximum of 5 years from the school's available resources may also be considered.

The Authority will require the school to sign and return a copy of the application and a letter setting out the terms on which the funding is to be awarded before the funding is released and the project can begin.

## **Commissioning a Project**

Building works in schools will normally be commissioned either by the Local Authority, Diocesan body or the schools themselves.

Where the Authority or Diocese manages the project, an appropriate lead consultant is appointed who will liaise with schools in order to deliver the project safely, on budget and on time.

When undertaking the work themselves, schools are strongly advised to use a competent property professional. The property professional should be commissioned to carry out the following steps as appropriate:

- Feasibility Study – checking whether the project is feasible, including the capacity of heating and electrical services and an early estimate of cost.
- Specification – producing a written technical specification of the work to be carried out, including contract conditions.
- Obtaining planning and building control consents.
- Tender – going out to tender to a number of appropriate contractors as set by the Council's Contract Regulations.
- Evaluation of tenders – checking that the tenders are valid and accurate and recommending a contractor with whom to place the order for the work.
- Site Management – regular visits to site to check the progress and quality of work.
- Handover – accepting the finished project, if complete, snagging and checking that all commissioning and testing has been carried out, receiving and validating certification and hand over the documents including the Health and Safety Plan and File and advising the Headteacher that the works are complete and safe to be used.
- Invoice check – checking that invoices are valid, accurate and reflect the work that has been carried out. Recommending the value of payment.

## **Fees**

Property professionals will generally charge a fee either based on the value of the work as a percentage; a fixed fee irrespective of the work; or an hourly rate.

The type and level of the fee will depend on the value and complexity of the project. Fees are subject to Contract Regulations and if likely to exceed £2,000 then competitive quotations must be sought.

This is not necessary if a Property Adviser on the ESPO Framework Contract is used (see below).

## **Appointing a Property Adviser**

It is strongly recommended that schools appoint the services of a competent professional Property Adviser.

To help schools choose an appropriate Adviser, a list of approved organisations, together with Framework Contracts has been set up and is managed by ESPO. The list is at Appendix 2. Organisations that appear on the list have been checked against a number of competency criteria. Schools can use an organisation from the list, if they wish, or use the competency criteria as a benchmark to compare other Property Advisers.

## **Competencies of Property Advisers**

To get on to the ESPO approved list, Advisers must have the following competencies and provide the following information:

- Have a recognised construction qualification or professional registration such as RICS, CIOB, RIBA, CEng or IEng.
- Have at least five years experience managing the construction process in a Local Authority or Education environment. Have at least five years experience in the design, management and administration of building services contracts.
- Demonstrate a full knowledge of construction methods and building services protocols.
- Demonstrate specialist expertise for Engineering Services and Structural Engineering within the company or provide the name of partnership arrangements with specialist consultants.
- Demonstrate ability to assess risks to health and safety; provide a written Health and Safety policy statement that has been signed by the company owner (or equivalent person) and updated or reviewed within the preceding two years, and the name of the person providing them with competent health and safety assistance as required by law.
- Be conversant with legislation such as:
  - Building Regulations
  - Town & County Planning
  - Construction Design Management and Regulations
  - Building Bulletins published by DCFS
  - Electrical wiring regulations
  - Gas installation requirements (Gas Safe Formerly CORGI)
  - Water hygiene regulations (L8)
  - Health and Safety at Work Act and associated Regulations, Approved Codes of Practice and Guidance
  - Disability Discrimination Act
- Evidence of up-to-date minimum cover of insurance for Professional Indemnity and Public Liability of £5m each.
- Demonstrate company's policy for staff to have client awareness and a customer care focus.
- Provide a statement of contract procurement procedures.
- Provide a statement of performance monitoring arrangements.

- Provide policy on continued professional development.

### **Other checks to make in appointing a Property Adviser**

- Staffing – are there sufficient staff to provide the service required during holidays and sickness?
- How do they deal with out-of hours emergencies?
- Can they provide references with which to check past performance?

Fees for Property Advisers should be paid from the school's Revenue Budget.

Schools should retain on site all property information in a format that may be handed to new Advisers if, for example, a contract is terminated. Contracts or Service Level Agreements should include clauses saying that ownership of such information remains with the school.

## **Appointing a Works Contractor**

Contractors must be vetted for:

- Health and Safety – contractors must have the necessary health and safety policies, arrangements, procedures and competence to carry out their works.
- Technical ability – contractors must be registered with appropriate bodies - see below.
- Financial stability – for small works and projects the financial risk is low, as contractors would only be paid when the work is complete. However, problems increase if a contractor goes bankrupt during a project.
- Public Liability Insurance – contractors should have appropriate insurance (a minimum level of £5m is recommended) that will pay out in the event of a claim for an accident on the site. An original certificate of the cover should be seen.
- Registration with Criminal Records Bureau – the risk of not registering should be considered by the school.

Vetting should be carried out by a competent person and schools should approach their professional Property Adviser for help. See appendix 1 for details of contractors appointed by the County Council for maintenance work on non-school buildings.

## **Registration Requirements for Contractors**

### **Gas**

To work on gas installations and appliances safely and legally, engineers have to be on the "Gas Safe Register" – prior to 1st April 2009 the CORGI Register.

#### **Always ask to see the Gas Safe ID**

All Gas Safe -registered installers must carry an Identification Card and have it available to demonstrate their registration with Gas Safe. The card contains a photograph of the operative, their employer's trading title and the Gas Safe register trade mark. The reverse of the card contains details of the different types of gas work the operative is competent to undertake. Registration does not mean they can undertake any gas work as they may only, for example, be certified to carry out pipe work or domestic repairs and not school boilers or catering equipment. For more information check Gas Safe's web site at

**<http://www.gassaferegister.co.uk>**

You must always ask to see your gas installer's Gas Safe ID before letting them undertake

work and you must check the reverse of the card to establish what works the installer is registered to undertake.



Domestic	Gas	LPG	Non-Domestic	Gas	LPG
Pipework	10/12/09	10/12/09			
Cookers	10/12/09	10/12/09			
Gas Fire	10/12/09	-			

## Electricity

Currently, there is no statutory registration for contractors undertaking electrical work in schools. It is however very important, for safety reasons, that electrical work is only undertaken by competent qualified persons. As electricians are not required to be registered under current legislation, any individual can set themselves up as an electrical contractor and undertake electrical installation work or testing and it is difficult to determine their competency. (Note for houses there is a legal requirement for competency under the Building Regulations.) There are, however, regulatory bodies that ensure that registered companies are competent and hold the correct documentation (copies of current regulations), they have appropriate test equipment and that their work conforms to best practice and meet the approved industry standards. It is the Council's requirement that only registered companies should be used on any electrical work even if an offer to undertake work is without charge. Companies should be able to demonstrate that they are registered with the National Inspection Council for Electrical Installation Contracting (NICEIC) or the Electrical Contractors Association (ECA). This is normally identified by the appropriate logo on the company's headed paper.



## Water

Works on any water system must comply with the Water Supply (Water Fittings) Regulations 1999 and depending on the works being undertaken, operatives must be registered as an 'Approved Plumber' under the Regulations. The person undertaking plumbing works will need to demonstrate that they are registered or are acceptable to your Water Supply Company. For certain types of work, notification is also required to the Water Supply Company. It is recommended that advice is obtained from your water supplier for any works that you propose undertaking at your property. Their details will be available on your water supply invoice. Or for Anglian Water refer to <http://www.anglianwater.co.uk/business/watersupply/approved-plumbers/>

For Cambridge Water refer to

[http://www.cambridge-water.co.uk/about\\_you/plumbers.asp](http://www.cambridge-water.co.uk/about_you/plumbers.asp)

## Oil

For any work undertaken on oil boilers or storage tanks the operatives must be registered with OFTEC (Oil Firing Technical Association) again proof of registration should be checked.

## Self-help Schemes

Self help schemes, where building work is carried out using the skills of parents, governors or school staff, may be attractive in saving money. However, there are risks that must be considered before embarking on a self-help project and a check list is available in the Health and Safety Management in Schools Manual to help schools through this process. Some early thought should be given to:

- Insurance – what happens if an accident occurs?
- Technical knowledge – do people REALLY know what they are doing?
- Workmanship – how do you deal with poor workmanship by volunteers?
- Competence – experience in home DIY is not evidence of professional competence

## Capital Budget Plans

Each school is required to make a return to CYPS of a three-year Capital Budget Plan, which details the projects that they are considering that can be funded from Devolved Formula Capital. Projects should be drawn from the school's Asset Management Plan including Condition, Suitability and Sufficiency and risk management items as well as other projects that the school may be considering, and should be prioritised to fit the available budgets. The School's Property Adviser is an essential contributor to the process to help with this prioritisation.

Premises Plans will usually detail other income and projects such as those that are being undertaken as part of the School Access Plan. A Premises Plan template is available on the Education Portal **[www.ccceducation.net](http://www.ccceducation.net)** (Resource ID 1138).

## Consent forms

Schools are required to return a Consent Form to Education Capital for each capital building project that does not appear on their capital budget plan, which is then checked against the school's Asset Management Plan and Premises Plan. The forms are considered in order to confirm that the building project is recorded in the AMP, will deliver value for money and to ensure that the project will be carried out by competent persons. A sample of projects is checked on site to ensure that the building work meets appropriate legislation and Regulations.

The consent form is available on the Education Portal **[www.ccceducation.net](http://www.ccceducation.net)** (Resource ID 3215)

## Support

Support is available to schools from Property Services and Education Capital to help them deal with property issues arising out of these checks and audits. Schools can contact Property Services for help and advice on Good Stewardship, strategic and technical property issues as well as issues arising from access audits. This support does not replace the advice that schools should obtain from their own professional Property Advisers.

## **Appendix 1**

### **Using Contractors for School Building Maintenance**

Contractors should be vetted for health and safety, technical ability, financial stability, insurance levels and, where appropriate, registration with the Criminal Records Bureau. Contractors have been procured to carry out repairs and maintenance on all non-school County Council buildings and the two contractors appointed are available for use by schools. The contracts for non-schools are split north-south across the County; this split does not need to apply to schools.

The current contractors\* are:

#### **Building**

Graham FM

#### **Mechanical and Electrical**

Imtech Aqua

The contracts were evaluated on the Most Economically Advantageous Tender (MEAT) process. Prior to being appointed, the contractors were required to bid for the contract, submit documents for evaluation and give presentations to two evaluation panels.

The evaluation criteria included:

- Staffing and resources
- Use of subcontractors
- Stability of the organisation
- Number of years trading
- Turnover
- Insurance
- Quality systems
- Number of complaints
- Health and Safety
- Environmental
- Race Relations
- Training
- Location
- Helpdesk arrangements
- Experience of similar contracts
- Multi-skilling
- Price including hourly rates

In addition, the contractors' ability to manage emergency call outs, 24 hours a day, 365 days a year was checked.

It is also strongly recommended that schools appoint the services of a competent professional Property Adviser. When engaging and managing contractors, schools are strongly advised to use a property professional to ensure that work is properly specified (including health and safety elements), variations are agreed and invoices are correct. Schools should, in the first instance, contact these contractors through their Property Advisers.

#### **Contacts for Contractors**

##### **Graham FM**

9 Eaton Court Road, Colmworth Business Park  
St. Neots PE19 8ER

Tel 01480 404404

**Imtech Aqua**

Aqua House, Rose and Crown Road,  
Swavesey CB4 5RB  
Tel 01954 230948

## **Appendix 2**

# **Minor Works Framework Contractors and ESPO Property Advisers Framework Contract**

### **Minor Works Framework Contractors**

#### **Alf Wright Construction**

31 Saffron Road, Wigston, Leicestershire, LE18 4UR

Contact: Jeremy Wright - Director

Email: [headoffice@alfwright.co.uk](mailto:headoffice@alfwright.co.uk)

Tel 0116 278 1005

#### **Andy Knott Construction**

Units 7 & 8, Sedgeway Business Park, Witchford, Ely, Cambs, CB6 2HY

Contact: Andy Knott - MD

Email: [estimating@andyknott.co.uk](mailto:estimating@andyknott.co.uk)

Tel: 01353 614413

#### **Ark Build Plc**

Unit 12 Loughton Business Centre, Langston Road, Loughton, Essex IG10 3FLContact:

Michael Finlay - MD

Email: [kmanning@arkplc.com](mailto:kmanning@arkplc.com)

Tel: 020 8532 5900

#### **BeSure Building & Maintenance Services Ltd**

39 Lampits Hill, Corringham, Stanford-le-Hope, Essex, SS17 9AA

Contact: Andy Garwood - Director

Email: [Andy.Garwood@Besureservices.com](mailto:Andy.Garwood@Besureservices.com)

Tel: 01375 677200

#### **C.J. Murfitt**

12a The Shade, Soham, Ely, Cambs, CB7 5DE

Contact: Grant Claydon

Email: [ian@cjmurfitt.com](mailto:ian@cjmurfitt.com)

Tel: 01353 720002

#### **Cambridge Flat Roofing Company Ltd**

Cambridge Flat Roofing Co.Ltd., Unit 7 The Dock Business Park, Ely, Cambs CB7 4GS

Contact: Nick Roberts - Director

Email: [estimating@cambridgeflatroofing.com](mailto:estimating@cambridgeflatroofing.com)

Tel: 1353 664100

#### **Cambridge Piped Services**

Unit 4 The Maltings, Millfield, Cottenham, Cambs CB24 8RE

Contact: Mark Sims - Director

Email: [info@cambridgepipedservices.co.uk](mailto:info@cambridgepipedservices.co.uk)

Tel: 01954 251511

#### **Foster Property Maintenance Ltd**

Unit 1, Foster Business Park, 79 Boleness Road, Wisbech, Cambs, PE13 2XQContact:

John Foster

Email: [quotes@fpm-ltd.co.uk](mailto:quotes@fpm-ltd.co.uk)

Tel: 01945 586999

#### **Graham Asset Management**

9 Eaton Court Road, Colmworth Business Park, Eaton Socon, St Neots, Cambs, PE19 8ER  
Contact: Gareth Smyth  
Email: [warren.martin@graham.co.uk](mailto:warren.martin@graham.co.uk)  
Tel: 01480 404404

**Imech Aqua Maintenance**

Aqua House, Rose & Crown Road, Swavesey, Cambs, CB24 4RB  
Contact: Mark Pawson - Director  
Email: [mark.pawson@imtechaqua.co.uk](mailto:mark.pawson@imtechaqua.co.uk)  
Tel: 01954 234600

**Munro Building Services Ltd**

Murdoch House, 30 Garlic Row, Cambridge, CB5 8HW  
Contact: J. C. Gray - Director  
Email: [maintenance@munrogroup.co.uk](mailto:maintenance@munrogroup.co.uk)  
Tel: 01223 702100

**Southern Electric Contracting Ltd**

55 Vastern Road, Reading, Berkshire, RG1 8BU  
Contact: Andy Davies District - Contracts Manager  
Email: [kate.pucci@sec.eu.com](mailto:kate.pucci@sec.eu.com)  
Tel: 01733 367545

## **Consultants Framework**

### **Atkins Limited**

Unit 5 Wellbrook Court, Girton Road, Cambridge CB3 0NA  
Contact: Nick Coulson / Simon Carter  
Email: [nick.coulson / simon.carter@atkinglobal.com](mailto:nick.coulson / simon.carter@atkinglobal.com)  
Tel: 01223 814075 / 01223 814140

### **Clipston Construction Control Limited**

Malborough House, Malborough Road, Watford, Hertfordshire CB3 0NA  
Email: [info@ccc.gb.net](mailto:info@ccc.gb.net)  
Tel: 01923 447555

### **Cunnington Clark Limited**

35 Priestgate, Peterborough PE1 1JL  
Contact: Andrew Cunnington  
Email: [andrew@cunningtonclark.com](mailto:andrew@cunningtonclark.com)  
Tel: 01733 898010

### **David Turnock Architects**

Datum House, 3 Commerce Road, Lynch Wood Peterborough  
Contact: David Turnock  
Email: [david@dtarchitects.co.uk](mailto:david@dtarchitects.co.uk)  
Tel: 01733 393010

### **Europa Facility Services Ltd**

Rosanne House, Parkway, Welwyn Garden City, Hertfordshire AL8 6HG  
Contact: Matthew Reid / Jane Prainer  
Email: [mreid / jprainer@europa-services.co.uk](mailto:mreid / jprainer@europa-services.co.uk)  
Tel: 01707 325324

### **Form4 Limited**

9 Mannicotts, Welwyn Garden City, AL8 7BW  
Contact: Andrew Szymanski  
Email: [a.szymanski@form4.co.uk](mailto:a.szymanski@form4.co.uk)  
Tel: 01707 322333

### **Gleeds Building Surveying Limited**

Wilford House, 1 Clifton Lane, Wilford, Nottingham NG11 7AT  
Contact: Tom Shipman  
Email: [tom.shipman@gleeds.co.uk](mailto:tom.shipman@gleeds.co.uk)  
Tel: 0115 9778000

### **Henry Riley LLP**

11 Swan Court, Cygnet Park, Hampton, Peterborough PE7 8GX  
Contact: Ian Toates / Simon Wayland  
Email: [ian.toates / simon.wayland@riley-consulting.co.uk](mailto:ian.toates / simon.wayland@riley-consulting.co.uk)  
Tel: 01733 312252

### **Mouchel Limited**

Mount Pleasant House, 2 Mount Pleasant, Cambridge CB3 0R  
Contact: Gary J Benn  
Email: [gary.benn@mouchel.com](mailto:gary.benn@mouchel.com)  
Tel: 01223 442700

**PCM Property Care & Maintenance Services Limited**

Halfway House, Stoke Road, Clare, Sudbury, Suffolk CO10 8HH

Contact: Peter McKenny

Email: [peter@pcm-services-ltd.com](mailto:peter@pcm-services-ltd.com)

Tel: 01787 278333

**Pick Everard**

Halford House, Charles Street, Leicester LE1 1HA

Contact: Michael Bowler

Email: [michaelbowler@pickeverard.co.uk](mailto:michaelbowler@pickeverard.co.uk)

Tel: 0116 2234400

**QMP**

14-16 High Street, Histon, Cambridge, CB24 9JD

Contact: David Hobbs / Anthony Hart

Email: [david.hobbs](mailto:david.hobbs@gmp.co.uk) / [Anthony.hart@gmp.co.uk](mailto:Anthony.hart@gmp.co.uk)

Tel: 01223 235173 / 01604880808

**Ridge and Partners LLP**

The Cowyards, Blenheim Park, Oxford Road, Oxfordshire OX20 1QR

Contact: David Walker

Email: [dwalker@ridge.co.uk](mailto:dwalker@ridge.co.uk)

Tel: 01993 815100

**Silcock Dawson & Partners**

4/5 Tower Court, Horns Lane, Princes Risborough, Buckinghamshire HP 27 0AJ

Contact: Barry Redman

Email: [bredman@silcockdawson.co.uk](mailto:bredman@silcockdawson.co.uk)

Tel: 01844 347474

**School Property Management Services**

Unit 5 e-space South, 26 St. Thomas Place, Ely, Cambridgeshire CB7 4EX

Contact: Cath Conlon

Email: [cathconlon@btinternet.com](mailto:cathconlon@btinternet.com)

Tel: 01353 644050

**Strictly Education Limited**

The Learning House, Snowdon Drive, Winterhill, Milton Keynes MK6 1BP

Contact: Stuart Collard / Fiz Johnson

Email: [stuart.collard](mailto:stuart.collard@strictlyeducation.co.uk) / [fiz.johnson@strictlyeducation.co.uk](mailto:fiz.johnson@strictlyeducation.co.uk)

Tel: 01908 208200 / 01908 208525

**Turner & Townsend**

10 Bedford Street, London, WC2E 9HE

Contact: Nigel Herbert / Bram Frankhuijzen

Email: [nigel.herbert](mailto:nigel.herbert@turntown.co.uk) / [bram.frankhuijzen@turntown.co.uk](mailto:bram.frankhuijzen@turntown.co.uk)

Tel: 0207 5444094 / 0207 7662299

**Watts Group Plc**

1 Great Tower Street, London EC3R 5AA

Contact: Spencer Carroll

Email: [spencer.carroll@watts-int.com](mailto:spencer.carroll@watts-int.com)

Tel: 0207 2808073