



Board of Governors of the City of London Freemen's School

Date: THURSDAY, 8 JUNE 2017

Time: 11.30 am

Venue: CITY OF LONDON FREEMEN'S SCHOOL, ASHTEAD PARK, SURREY,
KT21 1ET

Members:

Deputy Roger Chadwick	Graham Packham
Stuart Fraser	Deputy Elizabeth Rogula
Deputy John Bennett	Councillor Chris Townsend
Nicholas Goddard	Alderman Dame Fiona Woolf
Michael Hudson	Deputy Philip Woodhouse
Alderman Alastair King	Gillian Yarrow
Vivienne Littlechild	Deputy Clare James, Farringdon Within
Andrew McMillan	South Side (Ex-Officio Member)
Hugh Morris	Ian Seaton (Ex-Officio Member)

Enquiries: Julie Cornelius
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Lunch will be available at the rising of the Committee.

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **ORDER OF THE COURT OF COMMON COUNCIL**

For Information
(Pages 1 - 2)
4. **ELECTION OF CHAIRMAN**

The Committee are invited to elect a Chairman in accordance with Standing Order 29.

For Decision
5. **ELECTION OF DEPUTY CHAIRMAN**

The Committee are invited to elect a Chairman in accordance with Standing Order 30.

For Decision
6. **MINUTES**

To agree the public minutes and summary of previous meeting.

For Decision
(Pages 3 - 6)
7. **APPOINTMENT OF SUB COMMITTEES**

Report of the Town Clerk.

For Decision
(Pages 7 - 12)
8. **DRAFT CORPORATE PLAN 2018-23**

Report of the Town Clerk.

For Information
(Pages 13 - 18)
9. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

11. **EXCLUSION OF THE PUBLIC**

MOTION - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

For Decision

Part 2 - Non-Public Agenda

12. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the previous meeting.

For Decision
(Pages 19 - 26)

13. **HEADMASTER'S REPORT**

Report of the Headmaster of the City of London Freemen's School (copy attached).

For Information
(Pages 27 - 68)

14. **HEAD OF JUNIOR SCHOOL REPORT**

Report of the Head of the Junior School, City of London Freemen's School (copy attached).

For Information
(Pages 69 - 74)

15. **SAFEGUARDING REPORT**

Report of the Deputy Head and Designated Safeguarding Lead.

For Information
(Pages 75 - 92)

16. **BURSAR'S REPORT**

Report of the Headmaster

For Information
(Pages 93 - 108)

17. **GATEWAY 3 MASTER PLAN 2016**

Report of City Surveyor and Headmaster.

For Decision
(Pages 109 - 122)

18. **MAIN HOUSE (PHASE 2) REPORT**

Report of City Surveyor and Headmaster

For Decision
(Pages 123 - 128)

19. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

20. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

Part 3 - Confidential Agenda

21. **TEACHER'S PAY PANEL - UPDATE**

Report of Director of Human Resources

For Information

Agenda Item 3

PARMLEY, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 27th April 2017, doth hereby appoint the following Committee until the first meeting of the Court in April, 2018.
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BOARD OF GOVERNORS OF THE CITY OF LONDON FREEMEN'S SCHOOL

1. **Constitution**

A Non-Ward Committee consisting of,

- up to two Aldermen nominated by the Court of Aldermen
- up to 12 Commoners elected by the Court of Common Council at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
- the following ex-officio Members:-
 - the Chairman of the Board of Governors of City of London School
 - the Chairman of the Board of Governors of City of London School for Girls
- up to six co-opted non-City of London Corporation Governors with relevant experience of education

The Chairman of the Board shall be elected from the City Corporation Members.

2. **Quorum**

The quorum consists of any five Common Council Governors.

Any decision taken by the Board of Governors shall require the agreement of a majority of Common Council Governors present at the meeting and voting.

3. **Membership 2017/18**

ALDERMEN

- 1 Alastair John Naisbitt King
- 1 Dame Fiona Woolf

COMMONERS

- 9 (4) Elizabeth Rogula, Deputy
- 5 (4) Philip John Woodhouse, Deputy
- 13 (3) John Alfred Bennett, Deputy
- 9 (3) Michael Hudson
- 6 (2) Stuart John Fraser, C.B.E.
- 5 (2) Graham David Packham
- 14 (1) Roger Arthur Holden Chadwick, Deputy
- 9 (1) Vivienne Littlechild, J.P.
- 5 (1) Hugh Fenton Morris

together with :-

Nicholas Goddard

Andrew McMillan

Chris Townsend

Gillian Yarrow

Vacancy

Vacancy

together with the ex-officio Members referred to in paragraph 1 above.

4. **Terms of Reference**

To be responsible for:-

- (a) all School matters;
- (b) the management of the School land and buildings belonging to the City of London Corporation;
- (c) the appointment of the Headmaster/Headmistress and, where appropriate, the deputies and the bursar.

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BOARD OF GOVERNORS OF THE CITY OF LONDON FREEMEN'S SCHOOL
Thursday, 2 February 2017

Minutes of the meeting of the Board of Governors of the City of London Freeman's School held at Committee Rooms, West Wing, Guildhall on Thursday, 2 February 2017 at 11.30 am

Present

Members:

Deputy Roger Chadwick (Chairman)
Stuart Fraser (Deputy Chairman)
Deputy John Bennett
Nicholas Goddard
Deputy Brian Harris
Michael Hudson
Clare James
Vivienne Littlechild
Andrew McMillan
Graham Packham
Deputy Elizabeth Rogula
Gillian Yarrow

Officers:

Natasha Dogra – Town Clerk's Department
Roland Martin – Headmaster, CoL Freeman's School
Sue Williams – Bursar, CoL Freeman's School
Andrew McCleave – Deputy Head, CoL Freeman's School
Steve Reynolds – Chamberlain's Department
Roger Adams – City Surveyor's Department

1. APOLOGIES

Apologies had been received from Alderman Tim Hailes, Hugh Morris and Philip Woodhouse.

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

3. MINUTES

Resolved – that the minutes of the previous meeting were agreed as an accurate record.

Matters Arising:

At the last Freeman's School Board of Governors meeting on 29 November 2016 there was a discussion as to whether the Freeman's School's two charities should make a further investment of available cash balances in the City of London Charities Pool. It was decided to agree the sum to be invested at the next School Board on 2 February 2017 in advance of the next available investment date of 1 April 2017.

Resolved – it was agreed that a further investment of available cash held by the School's two charities be made in the City of London Charities Pool amounting to £35,556 (Charity one: £28,696 and Charity Two: £6,860).

4. **LOCAL AUTHORITY DESIGNATED OFFICER 2015/16 ANNUAL REPORT**

Members received an update on the activity and performance of the Local Authority Designated Role (LADO) for 2015/16.

The responsibilities of the LADO are set out in "Working Together" to safeguard children, March 2015, and the London Child Protection Procedures, 5th edition, 2015, Chapter 17. All allegations made against staff (including volunteers) that call into question their suitability to work with, or be in a position of trust with, children, whether made about events in their private or professional life, need to be formally reported to the LADO.

Discussions ensued regarding the LADO. Members noted that in the City of London the LADO work is carried out by the Safeguarding and Quality Assurance Service Manager who reports directly in to the Assistant Director, People. Guidance and training on professional allegations is available through the City and Hackney Safeguarding Children Board website and agencies have access to consult with the LADO in the City of London.

Resolved – that the report be received.

5. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

There were no questions.

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

There was no urgent business.

7. **EXCLUSION OF THE PUBLIC**

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

8. **NON-PUBLIC MINUTES**

Resolved – that the non-public minutes of the previous meeting be agreed as an accurate record.

9. **HEADMASTER'S REPORT**

The report gave pertinent information regarding Freeman's since the Board meeting in November 2016

10. **HEAD OF JUNIOR SCHOOL'S REPORT**

The Board noted that an overview of events in the Junior School since the last Board meeting.

11. **BURSAR'S REPORT**

The Board noted the revised budget for 2016-17.

12. **REQUEST FOR DELEGATED AUTHORITY: MAIN HOUSE**
The Board considered a request for delegated authority.
13. **REPAIRS, MAINTENANCE & IMPROVEMENTS FUND**
The Board received the annual updated projection of the cost of works to be met from the Repairs, Maintenance, Improvements and Major Works Fund over the next 10 years.
14. **REVIEW OF BURSARY GUIDELINES**
Members received a review of the bursary scheme guidelines.
15. **PROPOSED 2017/18 REVENUE BUDGET**
Members were presented with the proposed 2017/18 revenue budget for review.
16. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
There were no questions.
17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were two items of urgent business.

The meeting ended at 1:15pm

Chairman

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Committee(s)	Dated:
Board of Governors of the City of London Freeman's School	08 June 2017
Subject: Appointment of Bursary and Sub-Committees	Public
Report of: Town Clerk	For Decision
Report author: Julie Cornelius, Town Clerk's Department	

Summary

The purpose of this report is to consider the appointment of the Board's Bursary Committee and two sub-committees and to approve their composition and terms of reference.

For ease, details of the composition and terms of reference of the Bursary Committee and the two sub-committees are set out in Appendix A.

Recommendation(s)

Members are asked to:

Consider the appointment, composition and terms of reference of the following for the ensuing year:-

- City of London Freeman's School Bursary Committee
- Finance, General Purposes and Estates Sub-Committee of the Board of Governors of the City of London Freeman's School
- Academic and Education Sub-Committee of the Board of Governors of the City of London Freeman's School

Main Report

Background

1. This report considers the appointment, terms of reference and composition of the Board of Governors of the City of London Freeman's School's Bursary Committee and sub-committees.
2. 5. Each of the Board's Committees and sub-committees are considered in turn below. Details of their terms of reference and proposed composition are set out in Appendix A of this report.

Current Position

Bursary Committee

3. There are a number of different awards which are provided to pupils at the City Schools, either at entry to the Schools or once the pupil is established. The Bursary Committee are concerned with applications for 'Hardship Bursaries' to pupils where the parents fall into financial hardship and are unable to pay the school fees or where a pupil is unable to take up a place at the respective School because of financial hardship. These awards are funded from the charitable trust funds for the school and any awards made are reviewed on an annual basis (after three term's assistance).
4. Meetings precede Board meetings as and when an application for assistance is received.

Finance, General Purposes and Estates Sub-Committee

5. The Board considered and approved the creation of this Sub Committee in June 2007 which took effect from September 2007. In October 2011, it was agreed that the membership be expanded from a total of five to six members so as to avoid the sub Committee being inquorate.
6. It was intended that the Finance and General Purposes Sub Committee would primarily have a monitoring role, identifying any financial problems before they became serious and recommending a course of action to the Board which would take any relevant decisions.
7. The sub committee meets once a term in sufficient time to report to the Board any matters that need agreement.

Academic and Education Sub-Committee

8. The Board considered and approved the creation of this Sub Committee in June 2007 which took effect from September 2007. In October 2011, it was agreed that the membership be expanded from a total of five to six members so as to avoid the sub Committee being inquorate.
9. It was proposed that the Academic and Education Sub Committee would have an important role in supporting the Head and senior management team, ensuring that important curricular and staffing issues are given appropriate discussion by the Board. To enable the Sub Committee to fulfil this role it is expected that Governors appointed to the Sub Committee would, with the Headmasters support, attend classes from time to time.
10. The sub committee meets once a term in sufficient time to report to the Board any matters that need agreement.

Appendices

- Appendix 1 – Composition of Sub-Committees

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Committee and Member Services Officer
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(A) **Bursary Committee**

Composition

- Chairman and Deputy Chairman of the Board of Governors of the City of London Freeman's School
- Up to five other Governors appointed by the Board of Governors.

The quorum shall be any three Governors.

Terms of Reference

The Bursary Committee at their sole discretion after considering recommendations by the Headmaster of the School have power by a simple majority of those present and voting at a meeting of the Bursary Committee to apply the Fund for the advancement of public education by the following purposes:-

- (i) contributing towards the fees payable to the School on behalf of suitably qualified pupils who but for financial assistance having commenced education at the School would not be able to continue their education at the School;
- (ii) contributing towards the fees payable to the School on behalf of pupils of academic merit who but for financial assistance would not be able to obtain suitable education at the School;
- (iii) such other charitable purposes as shall be associated with the School as the Bursary Committee shall direct.

PROVIDED ALWAYS that no such bursary shall be made in respect of a pupil who is the issue of a parent of a member of the Board or of the spouse of such a member.

(B) **Finance, General Purposes and Estates Sub-Committee**

Composition

- Chairman and Deputy Chairman of the Board of Governors of the City of London Freeman's School
- Up to four other Governors appointed by the Board of Governors (one of whom must be a Common Council Governor).

The quorum shall be any three Governors.

Any decision taken by the Sub-Committee shall require the agreement of a majority of Common Council Governors present at the meeting and voting.

The Sub-Committee should report to each Board of Governors' meeting.

Terms of Reference

With power to act on the following matters:

- To agree action to be taken on arrears of fees; and
- To co-opt any Governor of the Board or any appropriately qualified professional to give advice on specific matters

To make recommendations for the Board's approval on the following matters:

- the annual budget, scrutinised at the appropriate stage in the planning cycle and to monitor spending against the budget each term;
- the acceptance, or not, of the annual budget;
- any proposed Fee increases;
- consideration of any proposals for Major capital spending, as defined in the Capital Programme;
- the review of any investments and reserves held by the school;
- major developments (e.g. new buildings);
- compliance with health & safety requirements; and
- to make recommendations to the full Board on any other finance issues which may arise (e.g. a rise in employers' contribution to pensions, salary structure, etc).

(C) **Academic and Education Sub-Committee**

Composition

- Chairman and Deputy Chairman of the Board of Governors of the City of London Freemen's School
- Up to four other Governors appointed by the Board of Governors (one of whom must be a Common Council Governor).

The quorum shall be any three Governors.

Any decision taken by the sub-committee shall require the agreement of a majority of Common Council Governors present at the meeting and voting.

The sub-committee should report to each Board of Governors' meeting.

Terms of Reference

With power to act on the following matters:

- To agree requests for Sabbatical Leave; and
- To co-opt any Governor of the Board or any appropriately qualified professional to give advice on specific matters.

To make recommendations for the Board's approval on the following matters:

- the development, monitoring and review of policies relating to educational provision to ensure compliance with legal or good practice requirements;
- curriculum and co-curricular issues;
- standards, including academic results;
- pastoral and ethos policy and practice;

- INSET and Professional Development policy and practice;
- staffing issues;
- to monitor general compliance with child protection requirements (not involving individual cases); and
- to make recommendations on any other issues which have been referred by the full Board.

Committee(s)	Dated:
Board of Governors, City of London Freeman's School	8 June 2017
Subject: Draft Corporate Plan 2018-23	Public
Report of: Town Clerk	For Information
Report author: Kate Smith – Head of Corporate Strategy and Performance	

Summary

This report presents an early draft of the City of London Corporation's Corporate Plan 2018-23 to give Members an opportunity to provide initial feedback before wider consultation on the plan takes place in the autumn with staff, partners and other external stakeholders.

Recommendation

Members are asked to:

- Note the draft Corporate Plan 2018-23 and provide initial feedback on the content.

Main Report

Background

1. A new framework for corporate and business planning is currently being developed, led by the City Corporation's Head of Corporate Strategy and Performance. The aim is for all the work carried out by or supported by the City Corporation to contribute to one overarching goal. This will be achieved by:
 - Identifying the overarching goal and the specific outcomes that support it in the refreshed Corporate Plan;
 - Ensuring that all the work carried out by departments, including projects and development plans, contributes to delivery of the outcomes in the refreshed Corporate Plan, is included in their business plans and can be measured in terms of impact on the outcomes;
 - Enhancing the "golden thread", such that everything we do and develop is guided by the Corporate Plan and captured within appropriate departmental business plans, team plans, and individual work plans, and
 - Developing a culture of innovation, collaboration and continuous improvement, challenging ourselves about the economy, efficiency and effectiveness of what we do and the value we add.

2. As this new approach involves parallel changes to a number of high-level processes, it will take 2-3 years to be fully implemented, so how plans are presented to Members is likely to develop during this time.

Corporate Plan 2018-23

3. The refreshed Corporate Plan being developed for 2018-23 will include: a vision statement which is specific and relevant to the City Corporation; ambitious long-term outcomes against which we can measure our performance, an outline of our top-level strategies for achieving our outcomes and indicators against which we will measure our performance. The refreshed plan will replace the current Corporate Plan, which runs until 2019. The aim is to produce a plan which sets out one set of overarching strategic goals for the organisation, for everyone within it to work towards, and which will allow us to prioritise those areas of activity on which to focus our attention over the medium term and thereby achieve more in the context of reducing budgets.
4. Draft 15-year ambitions developed by Chief Officers in the People, Place and Prosperity Strategic Steering Groups have been edited into three broad strategic objectives, aligned with a draft mission. Twelve draft outcomes are grouped under these objectives to form the basis of the refreshed draft plan. To support the development of this plan, departments have been working on their business plans to provide the golden thread, and a new Corporate Strategy Network of senior officers is mapping activities listed in all departmental business plans to the draft outcomes in the Corporate Plan. This will enable us to see where our efforts are currently being directed and the impact we are having on our priority areas and will provide information to help inform better decisions in future about how to use our resources.
5. The draft Corporate Plan is attached as Appendix 1. This draft is primarily an engagement tool which is being used to check the shape and sense of the plan so that it can be used to guide its onward development. The draft mission, strategic objectives and grouped outcomes are on the first page of the draft plan. The second page describes the strategic principles, competencies and commitments that underpin how we will go about delivering the outcomes. All of the outcomes will be supported by strategic workstreams and measures, which will be monitored and reported annually.
6. A further draft of the Corporate Plan will be discussed at the informal meeting of the Resource Allocation Sub Committee (away day) in June. This will take into account the balance of all comments made by Members to date. Further consultation is being planned to take place with Members, Chief Officers and staff from September, and with external stakeholders and partners thereafter.
7. Officers are aiming to seek full Member approval of the Corporate Plan 2018-23 from the Court of Common Council prior to publication before the start of the 2018/19 financial year.

Conclusion

8. This report presents an early draft of the Corporate Plan 2018-23, to give Members an opportunity to provide initial feedback before it is discussed at the informal meeting of the Resource Allocation Sub Committee in June and opened out to wider consultation in the autumn.

Appendices

1. Draft Corporate Plan 2018-23

Neil Davies

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Draft Corporate Plan 2018 - 23

The City of London Corporation is the governing body of the Square Mile dedicated to a thriving City, supporting a strong, sustainable and diverse London within a globally-successful UK.

We aim to...

Benefit society

By fostering a culture of inclusivity, opportunity and responsibility

Shape the future City

By strengthening its connectivity, capacity and character

Secure economic growth

By promoting the City as the best place in the world to do business

Everything we do supports the delivery of these three strategic objectives. We measure our performance by tracking our impact on twelve outcomes:

People

- People live enriched lives and reach their potential
- People enjoy good health and well-being
- People enjoy our thriving and sustainable public spaces
- People are safe and feel safe

Place

- The Square Mile is the ultimate co-working space: flexible, secure and inspiring
- The Square Mile is digitally and physically well-connected and responsive
- The Square Mile is known for world-leading culture and creativity
- The Square Mile has outstanding public spaces, retail, leisure and hospitality

Prosperity

- The City has the world's best access to global markets and regulatory framework
- The City is the global hub for business innovation – new products, new markets and new ways of doing business
- The City nurtures and has access to the skills and talent it needs to thrive
- The City's activities at home and abroad are known to benefit society and business

What we are responsible for...

London's world-leading financial and business centre, the Square Mile's local authority services, City of London Police, national economic security, London's Port Health Authority, five Thames bridges, London's biggest independent grant-maker, the UK's highest performing group of secondary Academies, three independent schools, Europe's largest multi-arts centre, numerous cultural and educational institutions, three wholesale markets, safe UK animal trade, housing, landholdings and historic green spaces

We want to...

Deliver far more for the City, the capital and the country by collaborating with our unique breadth and depth of partners and stakeholders

Our unique selling points are...

Our independent voice

Our convening power and reach

Our long-held traditions yet ability to be a catalyst for change

Our long-term view and local, regional, national and global perspectives

Our private, public and voluntary sector expertise

We commit to...

Unlocking the potential of our many assets – our people, our stakeholders, our relationships, our buildings and the valued cultural, educational, environmental and commercial assets we oversee

Championing diversity and London's cosmopolitan nature

Listening to our customers and providing excellent services

Being active partners, open to challenge, leading and learning

Innovation, always looking for ways to deliver more and add value through new technologies and smart approaches

Good governance, by driving the relevance, responsibility, reliability and radicalism of everything we do

Upholding our values – Lead, Empower, Trust - and displaying passion, pace, pride and professionalism in everything we do

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