



Finance and Risk Committee of the Barbican Centre Board

Date: MONDAY, 8 MARCH 2021
Time: 1.45 pm
Venue: VIRTUAL MEETING (ACCESSIBLE REMOTELY)

Members: Deputy Tom Sleigh (Chair)
Deputy Dr Giles Shilson (Deputy Chairman)
Randall Anderson
Russ Carr
Deputy Wendy Hyde
Jeremy Mayhew
Emma Kane
Alasdair Nisbet

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Accessing the virtual public meeting

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<https://youtu.be/Q212ozJIK5o>

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John Barradell
Town Clerk

AGENDA

1. APOLOGIES

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

3. MINUTES

To approve the public minutes and summary of the last meeting held on 11 January 2021.

For Decision
(Pages 1 - 6)

4. PROJECTS UPDATE REPORT

Report of the Director of Operations and Buildings.

(N.B. – To be read in conjunction with the non-public appendix at Item 11)

For Information
(Pages 7 - 16)

5. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

6. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

7. EXCLUSION OF THE PUBLIC

MOTION – That under Section 100A 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 1, of Schedule 12A of the Local Government Act.

For Decision

8. NON-PUBLIC MINUTES

To approve the non-public minutes of the last meeting held on 11 January 2021.

For Decision
(Pages 17 - 22)

9. COVID-19 SITUATION UPDATE

Report of the Chief Operating and Financial Officer.

For Decision
(Pages 23 - 42)

10. BARBICAN BUDGET UPDATE

Report of the Chief Operating & Financial Officer.

For Decision
(Pages 43 - 48)

11. PROJECTS UPDATE: NON-PUBLIC APPENDIX

To be read in conjunction with the report at Item 4.

For Information
(Pages 49 - 52)

12. **BUSINESS REVIEW - JANUARY 2021 (PERIOD 10 - 20/21)**
Report of the Chief Operating & Financial Officer.
For Information
(Pages 53 - 62)
13. **CONTROVERSIAL PROGRAMMING RISK REGISTER**
Report of the Interim Artistic Director.
For Information
(Pages 63 - 72)
14. **RISK UPDATE**
Report of the Director of Operations and Buildings.
For Information
(Pages 73 - 114)
15. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
16. **ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT WHILST THE PUBLIC ARE EXCLUDED**

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FINANCE AND RISK COMMITTEE OF THE BARBICAN CENTRE BOARD **Monday, 11 January 2021**

Minutes of the meeting of the Finance and Risk Committee of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 11 January 2021 at 1.45 pm

Present

Members:

Deputy Tom Sleight (Chair)
Deputy Dr Giles Shilson (Deputy Chairman)
Randall Anderson
Russ Carr
Deputy Wendy Hyde
Jeremy Mayhew
Emma Kane
Alasdair Nisbet

Officers:

Sir Nicholas Kenyon	-	Managing Director, Barbican Centre
Jonathon Poyner	-	Director of Operations & Buildings, Barbican Centre
Sandeep Dwesar	-	Chief Operating & Financial Officer, Barbican Centre
Natasha Harris	-	Director of Development, Barbican Centre
Leonora Thomson	-	Interim Artistic Director, Barbican Centre
Sean Gregory	-	Director of Innovation & Engagement, Barbican Centre
Niki Cornwell	-	Head of Finance and Business Administration, Barbican Centre
Matt Lock	-	Head of Audit & Risk Management, Chamberlain's Department
Leanne Murphy	-	Town Clerk's Department

1. APOLOGIES

There were no apologies.

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

There were no declarations.

3. MINUTES

The draft public minutes of the Finance & Risk Committee meeting held on 2 November 2020 were approved as a correct record.

4. INTERNAL AUDIT UPDATE

The Committee considered a report of the Head of Audit & Risk Management providing Members with an update in respect of Internal Audit activity related to the Barbican Centre since the November meeting of this Committee.

Members were informed that the review of the Centre's Bars had been completed; however, the recommendations from that review would be delayed in the absence of trading as a result of the current national lockdown.

The security audit was signed off and the Draft Audit Report due to be issued imminently. It was highlighted that this was given an amber assurance rating purely in light of the seriousness of the risks being addressed.

A summary of the 2021 Audit Plan for the year was presented to Members and it was noted that the planned Health and Safety Review would now likely be delayed until next year. The Head of Audit & Risk Management confirmed that other assurance sources could be used to measure health and safety concerns in the meantime.

A typo was noted in paragraph 12 of the report whereby the wrong year was listed and should say 2021/22.

With regards to audit recommendations, Members were advised that recommendation 3 concerning corporate sponsorship had been implemented and two follow-ups were undertaken.

In response to a query concerning Barbican retail systems, Members were informed that all recommendations were audited and closed prior to the last meeting and the systems were now completely compliant.

A Member felt it was important that the Committee gave Management a clear steer that dealing with Covid related risks were the priority and closing minor risks was not urgent and could be delayed until 2022. Members supported this sentiment.

RESOLVED - That Members:-

- Note the report;
- Consider the appropriateness of the delays in high priority recommendations implementation;
- Provide input to high level audit planning proposals for 2021-22 by suggesting potential areas of coverage.

5. **HEALTH AND SAFETY ANNUAL REPORT**

The Committee received a report of the Director of Operations and Buildings providing Members with an update on the Centre's Health and Safety activities and provision over the last year and agenda items for 2021.

The Director of Operations and Buildings advised that the focus for the year had been the Covid-19 pandemic. When the Centre was open, over 70k people visited with 98% of visitors recorded that they felt safe or very safe. Risks and security continued to be reviewed with management to deal with the appropriate recommendations.

RECEIVED.

6. **PROJECTS UPDATE REPORT**

The Committee received a report of the Director of Operations and Buildings providing Members with an update on the Centre's maintenance and refurbishment projects that fall under the Cyclical Works Programme (CWP) and additional projects funded from other sources.

The Director of Operations and Buildings confirmed that the Officers had used the time during the lockdowns wisely and the Centre looked better than ever. Thanks was given to the City Surveyor's, Engineering and Projects Teams for their assistance.

RECEIVED.

7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

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

There were no urgent items.

9. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100A(4) 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 1 of Schedule 12A of the Local Government Act.

10. **NON-PUBLIC MINUTES**

The draft non-public minutes of the Finance & Risk Committee meeting held on 2 November 2020 were approved as a correct record.

11. **COVID-19 SITUATION UPDATE**

The Committee considered a report of the Chief Operating and Financial Officer providing Members with an update on the current situation for the Centre as a result of the Covid-19 pandemic.

12. **BUSINESS PLAN UPDATE**

The Committee considered a report of the Chief Operating & Financial Officer updating Members on the Barbican business plan, setting out a reporting framework for future Board meetings.

13. **BREXIT PLANNING UPDATE**

The Committee received a report of the Managing Director setting out the out the key areas of the business likely to be affected by the end of the Brexit transition period and how this could impact the Barbican's work.

14. **BARBICAN BUSINESS REVIEW - NOVEMBER 2020 (PERIOD 8 - 20/21)**

The Committee considered a report of the Chief Operating & Financial Officer setting out the Business Review for the November 2020 (Period 8 – 20/21) accounts.

15. **CYBER SECURITY ANNUAL REPORT**

The Committee received a report of the Chief Operating & Financial Officer providing Members with an annual summary of the Barbican's Information Security posture, covering the most prominent external cyber threats, the cyber-related achievements for the year, professional training and development, current system proposals, staff cyber training programme and current risks.

16. **BAD DEBTS ANNUAL UPDATE**

The Committee received a report of the Chief Operating & Financial Officer providing Members with an annual summary of the Barbican's bad debts for the period up to December 2019.

17. **PROJECTS UPDATE: NON-PUBLIC APPENDIX**

The Committee received the non-public Projects Update appendix to be read in conjunction with item 6.

18. **CONTROVERSIAL PROGRAMMING RISK REGISTER**

The Committee received a report of the Interim Artistic Director updating Members on the Programming Controversial Risk Register and the identified potential risks that occur as a result of specific programmed events and activities, as well as outlining the mitigation processes in place for each.

19. **COTE RESTAURANT UPDATE**

The Committee received a verbal update from the Director of Operations and Buildings concerning Cote Restaurant.

20. **RISK UPDATE**

The Committee considered a report of the Director of Operations and Buildings updating Members on the risk management system in place at the Barbican, the significant risks that have been identified and measures for mitigation of these risks.

21. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There was one question.

22. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT WHILST THE PUBLIC ARE EXCLUDED**

There was one urgent item.

The meeting ended at 3.31 pm

Chairman

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Agenda Item 4

Committee(s)	Dated:
Finance Committee of the Barbican Board – For information	8 th March 2021
Barbican Board – For information	24 th March 2021
Subject: Barbican Centre Projects Update Report	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 5, 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Jonathon Poyner – Director of Operations and Buildings	For Information
Report author: Cornell Farrell – Head of Engineering and Projects	

Summary

1. This paper provides a progress and financial status report on the Barbican refurbishment and maintenance projects. Projects are funded through the Cyclical Works Programme (CWP) budget, Additional Funds for City Fund Properties, Non-Cap and Corporate Security and Investment Project (Capital Reserves).
2. The Centre currently has 60 CWP projects approved. The funding for the latest 10 of these became available from the 1st April 2021.
3. There were two projects which were approved for the Barbican Centre in the 2017/18 CWP budget, originally due for completion by 31st March 2020. Member permission was given for these projects to be extended due to difficulties caused by the Covid-19 pandemic. One of these projects has now been completed.
4. Progress on all the 2018/19 and 2019/20 CWP projects is satisfactory.
5. Two new capital projects were approved for 2020/21 as detailed in the report.
6. The City Surveyor is now managing the fire safety projects as a single combined project.
7. The financial information on each project is given in a separate non-public appendix due to commercially sensitive information.

Recommendation(s)

- Members are asked to note the contents of this report.

Main Report

Background

1. Each year, the majority of refurbishment and maintenance projects at the Centre are funded from the Cyclical Works Programme (CWP). The CWP process replaced the former ring-fenced Capital Cap System, ensuring projects are funded and managed consistently and in the same way as other properties across the Corporation.
2. Larger projects are funded from the Corporation's Capital reserves.

Current Position

CWP projects

3. CWP projects must be completed within three years from when the budget becomes available. The Centre has 60 approved CWP projects; 2 are outstanding from April 2017, 10 commenced in 2018, 14 commenced in 2019, and 24 commenced in 2020. 18 of these projects are complete*. The funding for 10 new projects will commence in April 2021. The status of the CWP projects is detailed in the tables below.

*Project main works complete but snagging may be outstanding.

CWP PROJECTS APPROVED 2017/18			
(Completion required March 2021)			
Ref.	Project Title	Last Gateway	Comments
107	Public Spaces Carpet Replacement	5	Project complete. Outcome report to be drafted and final account to be verified by Chamberlains.
117	Cinema 1 Refurbishment	5	Works complete. Gateway 6 being drafted.

CWP PROJECTS APPROVED 2018/19 (Completion required March 2021)			
Ref.	Project Title	Last Gateway	Comments
126	Replace Stage Risers – Concert Hall	5	Project complete. Outcome report to be drafted and final account to be verified by Chamberlains.
127	Reverse Engineering Exercise	1/2	Consultants have been invited to quote for the project.
128	Main Art Gallery Flooring**	5	Project complete. Outcome report to be drafted and final account to be verified by Chamberlains.
129	Main Art Gallery Walls Resurface**	5	Project complete. Outcome report to be drafted and final account to be verified by Chamberlains.
130	Sand & Seal Concert Hall Woodblock Flooring	2	Contract awarded. Start date 22 nd February. Works to be completed by end of March.
131	Electrical DB Replacements	0	Currently collating documents for Consultants brief.
132	Redecorate Foyer Walls	5	Works complete, gateway 6 in draft.
133	Redecorate Concert Hall Walls	1	as per item 130.
134	Replace Doors to BK Restaurant.	3/4	Planning approval has been granted. Currently evaluating tenders. Works due to start in March/April 2021.
135	Theatre Fume & Dust Extract	5	Project complete. Final account verified. Outcome report to be drafted.

**** Projects combined to form 'Art Gallery 2019'.**

CWP PROJECTS APPROVED 2019/20 (Completion required March 2022)			
Ref.	Project Title	Last Gateway	Comments
145	AHU's Phased Maintenance	0	Project not started.
146	Staircase 8 Refurbishment	1	Development of project programme started
147	Auditoria 1&2 Seating	5	Contract awarded. Works due in May.
148	Garden Room Flooring	4	Tenders due back 18/2.

149	Exhibition Halls BMS System Replacement	n/a	Project has been cancelled and funding returned because of the agreed Capital funding for Exhibition Halls Safety Works.
150	Sound Recording Studio Refurbishment	5	Project complete. GW 6 to be drafted.
151	Heating Feasibility Study for Level 0 & 1 Restaurants	6	Feasibility study complete. Additional funding will be required for any works. This project was for feasibility only.
152	Kitchen Ventilation Feasibility Study for Restaurants	6	Feasibility study complete. Additional funding will be required for any works. This project was for feasibility only.
153	Level 4 Heating Replacement	4	Consultant appointed. Feasibility report produced. Stage 3 designs complete. Unlikely to receive planning permission or Listed Building Consent due to the detrimental impact on the building heritage. Project on hold pending review of heating/cooling for entire level 4 area.
154	Cinemas 2&3 Internal Decorations & Minor Works	5	Works complete excluding snagging items.
155	Electrical Distribution Boards	0	Project not started. Project to be combined with item 131 for efficiencies and value for money.
156	Sunken Bars Refurbishment	0	Project not yet started.
157	Toilets Refurbishment	2	This project has been combined with other toilet refurbishment projects to create one scheme. Currently evaluating consultancy tender returns.
158	Cinemas 2 & 3 External Decorations	5	Works complete excluding snagging items.

CWP PROJECTS APPROVED 2020/21 (Completion required March 2023)			
Ref.	Project Title	Last Gateway	Comments
159	Frobisher Crescent Level 4 Environmental Controls	0	Works to be combined with 153 above. Consultancy to be tendered February 2021.
160	Lakes De-silting	0	Project not started.
161	Concert Hall Refurbishment choir room, crew rooms and orchestra managers office	0	Project not started.

162	Theatre Lighting, wiring and controls	0	Project not started.
163	Concert Hall Lighting, wiring and controls replacement	0	Project not started.
164	Lift refurbishment – 1 st phase	0	Project not started.
165	Diverter solid pumps	0	Project not started.
166	Public spaces replacement lighting, wiring and controls – 1 st phase	0	Project not started.
167	Phased programme – replace valves & pneumatic actuator and controls	0	Project not started.
168	Public toilets refurbishment (include equality access)	2	As per item 157.
169	Theatre Toilets/changing rooms refurbishment	2	As per item 157.
170	Cinemas 2/3 Refurbishment Cinemas seats	5	Works complete.
171	Commercial – refrigeration plant	0	Project not started.
172	Theatre Dock floor repairs	1	Consultant appointed. Currently investigating different flooring options. Gateway 2 to be drafted.
173	Sculpture Court Repairs to damaged sculpture court tiling	0	Project not started.
174	Theatre Fly Tower Roof Replacement	3/4	Cost estimates due from term contractor February 2021
175	Barbican Kitchen – Repair to Floor Damage and Redecorate	0	Project not started.
176	Frobisher Crescent (4,5 & 6) Replace Metal Doors and Floor Springs	0	Project not started.
177	Replace Shutters in Level 1 Bars	0	Project not started.
178	Goods Lift Replacement (Service Art Gallery)	0	Project not started.

179	Level -2 Replace non fire-retardant wall covering	5	Works complete. GW 6 to be drafted
180	Lakeside – Refurbishment of External Furniture	5	Contract awarded. Drawings to be reviewed by planning
181	Conservatory – Heat Exchanger Isolation Valves	0	Project not started.
182	Curve Gallery Humidifier	0	Project not started.

CWP PROJECTS APPROVED 2021/22 (Completion required March 2024)			
Ref.	Project Title	Last Gateway	Comments
183	Replace Calorifiers in CSPR and Catering.	0	Project not started.
184	Gas pipework tightness test and replacement pipework and valves.	0	Project not started.
185	Solenoid and gas interlock replacement.	0	Project not started.
186	Replace Barbican library flooring.	0	Project not started.
187	Replace catering grease traps.	0	Project not started.
188	Concert hall wheelchair accessibility study and minor works.	0	Project not started.
189	Upgrade back of house lighting to LED and controls.	0	Project not started.
190	Upgrade front of house lighting to LED and controls.	0	Project not started.
191	Conservatory louvres & environmental controls.	0	Project not started.
192	Level 4 flooring replacement	0	Project not started.

4. The table below sets out the current position of the Centre's 9 Additional Capital Fund for City Fund Properties projects:

Additional Funds for City Fund Properties			
Ref.	Project Title	Gateway Stage	Comments
193	Emergency Lighting Systems	2	<p>City Surveyor is now managing project.</p> <p>The project manager is taking a holistic approach and has created a team of specialist consultants to review the entire fire strategy to include the component projects listed and will report back to the service committee and Projects Sub Committee about the next steps.</p> <p>A project board has been set up to oversee this project.</p>
194	Fire Stopping/Compartmentation	2	
195	Upgrade/ Replacement of Fire Doors	2	
196	Fire Safety Plant Interfaces	0	
197	Fire Safety Signage	2	
198	Sprinkler Systems	2	
199	Fire Alarm Systems	0	
200	Electrical Infrastructure	0	
201	Fire Precaution Works (part of Art Gallery 2019)	5	This project was integrated into the Art Gallery 2019 and is now complete (see project no 124A above).

Current position (Non-CAP, Security and Investment projects)

5. A summary of the Centre's Non-Cap, Security and Investment projects are set out in the table below:

Project Title	Gateway Stage	Comments
*CCTV	5	Works are complete, except for snagging.
*Access Control	5	Works are complete, except for snagging. Additional works have been identified by Building Control. Additional designs underway and costs sought
*Hostile Vehicle Mitigation	5 3-4	<p>Silk Street Entrance bollards – Works complete.</p> <p>Exit roadway protective barrier (to concertina doors) – Works complete</p> <p>Roadway hoop barriers to level -1 foyer – works complete</p> <p>Entrance and exit swing barriers installation – works completion date extended to February 2021 additional planning requirement</p>

** These projects are managed by the City Surveyor's Department.*

Current position (Capital Projects)

Project Title	Gateway Stage	Comments
Confined and Dangerous workspaces 2020	2	Gateway 2 paper to be received by Service Boards and Project Sub Committee by the end of February 2021
Art Gallery Chiller Replacement	2	Consultancy to be tendered by end of February 2021

Proposals

6. It is the intention of the Barbican Centre to continue to engage in the corporate processes to acquire CWP and Capital funding for the on-going upkeep and improvement of the Centre. We will maintain the ability to manage most projects with the in-house team due to local knowledge required. We also work with the City Surveyor on the more complex projects.

Options

7. No alternative options are suggested in this report.

Key Data

34 projects not started

4 projects at Gateway 1 (project briefing)

11 projects at Gateway 2 (project proposal)

5 projects at Gateway 3/4 (options appraisal)

18 projects at Gateway 5 (Works tendered/on-site)

2 projects at Gateway 6 (Works complete)

The funding for 10 projects will commence in April 2021.

Strategic Implications

8. Projects delivered at the Centre consist of major repairs to building fabric and plant or major improvement schemes. These projects contribute to the City's aim to 'shape outstanding environments' by ensuring 'our spaces are secure, resilient and well maintained'.

9. Financial implications

The Barbican Project Management Team aim to deliver Value for Money (VFM) as part of a key output for all projects. The team work hard on project specifications, tender evaluations, contractor management and contract administration to manage the budgets. Savings from CWP projects are returned to the Centre to help fund other essential projects across the Corporation.

10. Resource implications

The Barbican Project Management Team remains under-resourced, comprised of the head of department, one permanent project manager, one interim assistant project manager and an apprentice business administrator.

11. Legal implications

There are a number of projects that require one or more of Planning Permission, Listed Building Consent or Buildings Regulation Approval and all projects are held until such permissions are in place. The nature of contracts and contract delivery and contract administration is such that disputes can occur. We are mindful that contract particulars are correct prior to engaging any consultant or contractor to protect the Barbican and the City in the event of a dispute. We request the services of the City Solicitor if ever required prior to or during any contract phase.

12. Risk implications

Every project carries some degree of risk that could prevent project delivery or impact on price, quality and/or time. In addition to this, there are risks to the Centre, the programme or the reputation. Project managers are mindful of these and take steps including appropriate communication strategies to involve all stakeholders to mitigate against these risks. Costed Risk Registers are invoked for all projects with the Gateway process

13. Equalities implications

Equality, Diversity and Inclusion is a key strategy for the Barbican Centre. Any future structure changes and recruitment to the Project Management team will be such that any barriers are removed to aid recruitment, development, and progression of a more diverse workforce. The age and structure of the Barbican Centre mean that “access” is poor in relation to current standard and modern buildings. Where appropriate the projects aim to improve conditions for visitors, artists and staff and, to address the various disability categories.

14. Climate implications

The Barbican Centre is a high energy/resource user particularly in terms of electricity, water and district heating/cooling and the trend is upwards due to the age of some of the plant and increased demand at the Centre due to the growth in the programme. All MEP (mechanical, electrical, plumbing) projects are an opportunity to replace kit with more efficient equivalents and to improve the strategy to reduce our carbon footprint.

15. Security implications

Projects can be security-based works, but other projects have temporary security and safety issues whilst works progress. E.g. CCTV or fire safety systems are taken offline to aid the works. This creates a potential vulnerability that must be managed for the duration of the works.

Conclusion

16. The Centre currently has 60 live CWP projects. In total, 18 of these projects are complete and the remaining projects are ongoing as detailed above

17. The status of Barbican Projects funded from the Additional Fund for City Fund Properties (i.e. fire projects) are progressing as above along with the Investment, Non-CAP, Security and Capital projects.

Appendices

- Appendix 1 – **Project financial information (Non-Public)**

Background Papers

Barbican Centre Project update reports from September 2017 – January 2021.

Cornell Farrell

Head of Engineering and Projects

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Agenda Item 9

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