



## Board of Trustees of the City of London Academies Trust

**Date:** THURSDAY, 17 MARCH 2022  
**Time:** 9.00 am  
**Venue:** City of London Primary Academy Islington, EC1Y 0AE (**ACCESSIBLE REMOTELY**)

**Members:** Tijds Broeke, Sponsor Trustee (Chair)  
Roy Blackwell, Sponsor Trustee (Co-optee) (Vice-Chair)  
Peter Bennett, Sponsor Trustee  
Caroline Haines, Sponsor Trustee  
Alderman Robert Howard, Sponsor Trustee  
Benjamin Murphy, Sponsor Trustee  
Rehana Ameer, Co-Opted Trustee  
Edward Benzecry, Co-Opted Trustee  
Dawn Elliott, Co-Opted Trustee  
Lucas Green, Co-Opted Trustee  
Professor Richard Verrall, Co-opted Trustee

**Enquiries:** Jayne Moore  
jayne.moore@cityoflondon.gov.uk

### Accessing the virtual public meeting

Members of the public can observe the public part of the meeting here:

<https://youtu.be/5vnacxc2ICQ>

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

**John Barradell**  
Town Clerk and Chief Executive

# AGENDA

## Public Items

1. **APOLOGIES**
2. **DECLARATIONS**
3. **REGISTER OF INTERESTS**

## Minutes

### 4. **BOARD OF TRUSTEES**

To approve the public minutes of the Board of Trustees meeting of 16 December 2021.

**For Decision**  
(Pages 7 - 10)

a) **Audit and Risk Committee (To Follow)**

To receive the draft public minutes of the Audit and Risk Committee meeting held on 24 February 2022.

b) **Finance and Operations Committee (To Follow)**

To receive the draft public minutes of the Finance Committee meeting held on 24 February 2022.

c) **Standards and Accountability Committee (Pages 11 - 12)**

To receive the draft minutes of the Standards and Accountability Committee meeting held on 02 February 2022.

d) **People, Equalities and Inclusion Committee (Pages 13 - 18)**

To receive the draft public minutes of the People, Equalities and Inclusion Committee of 08 February 2022.

### 5. **PUBLIC OUTSTANDING ACTIONS**

Report of the Clerk.

**For Information**  
(Pages 19 - 20)

### 6. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

### 7. **ANY OTHER BUSINESS**

8. **EXCLUSION OF THE PUBLIC**

**MOTION** – That the public be excluded for the remaining items of business as they are likely to involve discussion on matters deemed commercially sensitive to the City of London Academies Trust.

**For Decision**

**Non-Public Items**

**Minutes**

9. **BOARD OF TRUSTEES**

To approve the non-public minutes of the Board of Trustees meeting of 16 December 2021.

**For Decision**  
(Pages 21 - 26)

a) **Audit and Risk Committee (To Follow)**

To receive the draft non-public minutes of the Audit and Risk Committee meeting held on 24 February 2022.

b) **Finance and Operations Committee (To Follow)**

To receive the draft non-public minutes of the Finance and Operations Committee meeting held on 24 February 2022.

c) **Standards and Accountability Committee (Pages 27 - 28)**

To receive the draft non-public minutes of the Standards and Accountability Committee meeting held on 02 February 2022.

d) **People, Equalities and Inclusion (Pages 29 - 30)**

To receive the draft non-public minutes of the meeting of the People, Equalities and Inclusion Committee of 08 February 2022.

10. **CEO EXECUTIVE SUMMARY**

Report of the Chief Executive Officer.

**For Information**  
(Pages 31 - 44)

11. **MAT SUMMARY EVALUATION**  
To receive the report of the CEO.  
**For Information**  
(Pages 45 - 68)
12. **COLAT BOARD - HH OFSTED REPORT**  
To receive the report of the CEO.  
**For Information**  
(Pages 69 - 84)
13. **CFO UPDATE AND APPROVALS**  
Report of the Chief Financial Officer.  
**For Decision**  
(Pages 85 - 104)
14. **HR DIRECTOR UPDATE AND APPROVALS**  
Report of the Human Resources Director.  
**For Decision**  
(Pages 105 - 120)
15. **ICT DIRECTOR UPDATE AND APPROVALS**  
Report of the Director of Information and Communication Technology.  
**For Decision**  
(Pages 121 - 122)
16. **REPORT OF THE CHIEF STANDARDS OFFICER**  
To receive the report of the CSO.  
**For Information**  
(Pages 123 - 166)
17. **NON-PUBLIC OUTSTANDING ACTIONS**  
Report of the Clerk.  
**For Information**  
(Pages 167 - 168)

18. **DELEGATED ACTIONS DIGEST**

Report of the Clerk.

**For Information**  
(Pages 169 - 170)

19. **APPOINTMENTS TO LOCAL GOVERNING BODIES**

Report of the Clerk

**For Decision**  
(Pages 171 - 172)

20. **TERMS OF REFERENCE - SOUTHWARK HUB**

Report of the Clerk.

**For Decision**  
(Pages 173 - 176)

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

22. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND TRUSTEES AGREE SHOULD BE CONSIDERED WHEN THE PUBLIC ARE EXCLUDED**

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## **BOARD OF TRUSTEES OF THE CITY OF LONDON ACADEMIES TRUST**

**Thursday, 16 December 2021**

**Minutes of the meeting of the Board of Trustees of the City of London Academies Trust held via Teams at 9.00 am**

### **Present**

#### **Members:**

Tijs Broeke (Chair)	Benjamin Murphy
Roy Blackwell (Vice-Chair)	Rehana Ameer
Peter Bennett	Dawn Elliott
Caroline Haines	Professor Richard Verrall
Alderman Robert Howard	

#### **Officers:**

Mark Emmerson	- Chief Executive Officer
Claire Hersey	- Chief Financial Officer
Clare Verga	- Chief Standards Officer
Smith Umoren	- Director of Estates and Facilities Management
Katyryna Zamulinskyj	- Human Resources Director
Jayne Moore	- Town Clerk's Department
Kerry Nicholls	- Town Clerk's Department
James Gibson	- IT support
Gerald Mehrtens	- Director of Academy Development (COL)

### **1. APOLOGIES**

Apologies for absence were received from Edward Benzecry, and Lucas Green.

### **2. DECLARATIONS**

There were no declarations.

### **3. REGISTER OF INTERESTS**

Trustees confirmed that all necessary declarations had been made.

The Chair welcomed Ben Murphy to the Board, appointed by the Policy & Resources Committee, to replace Deputy Edward Lord.

The Chair expressed his thanks on behalf of the Board to the recently-retired clerk Antoinette Duhaney for her hard work and dedication, and welcomed Jayne Moore to the position.

The Chair also thanked all the staff and teachers at the academies for their hard work and dedication during a challenging year, and wished everyone a happy Christmas.

4. **MINUTES**  
**RESOLVED**, That the minutes of the meeting of 10 September 2021 be approved as an accurate record of the meeting.

5. **COMMITTEE MINUTES - AUDIT & RISK**  
The Board received the minutes of the Audit & Risk Committee meeting of 30 September 2021.

6. **COMMITTEE MINUTES - FINANCE & OPERATIONS**  
The Board received the minutes of the Finance & Operations Committee meeting of 30 September 2021.

7. **COMMITTEE MINUTES - STANDARDS & ACCOUNTABILITY**  
The Board received the minutes of the Standards & Accountability Committee of 10 November 2021.

8. **OUTSTANDING PUBLIC ACTIONS**  
The Board received the updated outstanding public actions list.

The Board agreed that action 6 had been completed and could be removed from the list.

9. **APPOINTMENTS TO LOCAL GOVERNING BODIES**  
The Board heard that Chairs of the relevant boards are being encouraged to proactively manage and handle governor vacancies.

The Board agreed that the Governing Body Succession Plan should be circulated for use as a template.

**RESOLVED**, That Trustees approve:

1. the Governing Body Succession Plan for CoLA Highbury Grove including:
  - the reappointment of four co-opted and one parent governor;
  - the appointment of a new governor;
  - the phased reduction in the number of co-opted governors on the LGB.
2. The appointment of two new staff governors at CoLPAI.
3. The reappointment of two governors of CoLPAI, including the Chair of the LGB.

10. **ACADEMIES DEVELOPMENT PROGRAMME - UPDATE**  
The Board received the report of the Director of Community and Children's Services.



The Chair expressed his thanks on behalf of the Trust to Gerard Mehrtens, Director of Academy Development, for his support and dedication.

11. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**  
There were no questions.
12. **ANY OTHER BUSINESS**  
There was no other business.
13. **EXCLUSION OF THE PUBLIC**  
**RESOLVED**, That the public be excluded from the following items of business.
14. **NON-PUBLIC MINUTES**  
The Board considered the non-public minutes of the meeting of 10 September 2021.
15. **COMMITTEE MINUTES - AUDIT & RISK**  
The Board received the non-public minutes of the Audit & Risk Committee of 30 September 2021.
16. **COMMITTEE MINUTES - FINANCE & OPERATIONS**  
The Board received the non-public minutes of the Finance & Operations Committee meeting of 30 September 2021.
17. **COMMITTEE MINUTES - STANDARDS & ACCOUNTABILITY**  
The Board received the non-public minutes of the Standards & Accountability Committee meeting of 10 November 2021.
18. **OUTSTANDING NON-PUBLIC ACTIONS**  
Members received the updated list of non-public outstanding actions.
19. **AUDIT UPDATE**  
Trustees considered the report of the CFO.
20. **CFO UPDATE**  
Trustees received an update report of the Chief Financial Officer.
21. **CEO EXECUTIVE SUMMARY**  
Trustees considered an Executive Summary of the Chief Executive Officer.
22. **SPONSORSHIP AGREEMENT UPDATE**  
Trustees received the report of the CEO.
23. **SIXTH FORM UPDATE**  
Trustees received the report of the CEO.
24. **ESTATES AND FACILITIES MANAGEMENT DIRECTOR UPDATE**  
Trustees received an update report of the Director of Estates and Facilities Management.

25. **SAFEGUARDING MONITORING AUTUMN TERM 2021**  
Trustees received the report of the Chief Standards Officer.
26. **STANDARDS UPDATE**  
Trustees received the report of the Chief Standards Officer.
27. **ICT DIRECTOR UPDATE**  
Trustees received an update report of the Director of Information Communication and Technology.
28. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
29. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND TRUSTEES AGREE SHOULD BE CONSIDERED WHEN THE PUBLIC ARE EXCLUDED**

**The meeting closed at 11.00 am**

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Chair

**Contact Officer: Jayne Moore**  
**[jayne.moore@cityoflondon.gov.uk](mailto:jayne.moore@cityoflondon.gov.uk)**

**STANDARDS AND ACCOUNTABILITY COMMITTEE OF THE CITY OF LONDON**  
**ACADEMIES TRUST**

**Wednesday, 2 February 2022**

**Minutes of the meeting of the Standards and Accountability Committee of the City of London Academies Trust held at the Guildhall EC2 at 9.00 am**

**Present**

**Members:**

Edward Benzecry  
Roy Blackwell (Chair)  
Tijs Broeke

Caroline Haines  
Professor Richard Verrall

**Officers:**

Mark Emmerson - Chief Executive Officer  
Clare Verga - Chief Standards Officer  
Jayne Moore - Town Clerk's Department  
Jayshri Butler - Community & Children's Services

**1. APOLOGIES**

There were no apologies for absence.

The meeting was chaired by Tijs Broeke due to the late arrival of the Chairman.

**2. DECLARATIONS**

There were no declarations.

**3. MINUTES**

**RESOLVED**, that the public minutes of the meeting of 10 November 2021 be approved as a correct record.

**4. QUESTIONS**

There were no questions.

**5. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

There was no other business.

**6. EXCLUSION OF THE PUBLIC**

**RESOLVED**, that the public be excluded from the following items of business.

**7. NON-PUBLIC MINUTES**

Trustees considered the non-public minutes of the meeting of 10 November 2021.

**8. REPORT OF THE CHIEF STANDARDS OFFICER**

The Committee received the report of the Chief Standards Officer.

9. **OUTSTANDING ACTIONS**

The Committee received the report of the Clerk.

10. **NON-PUBLIC QUESTIONS**

11. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT THAT THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED.**

**The meeting closed at 10.00 am**

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Chair

**Contact Officer: Jayne Moore  
Jayne.Moore@cityoflondon.gov.uk**

**PEOPLE, EQUALITIES AND INCLUSION COMMITTEE OF THE CITY OF  
LONDON ACADEMIES TRUST  
Tuesday, 8 February 2022**

Minutes of the meeting held via Microsoft Teams at 9.30 am

**Present**

**Members:**

Dawn Elliott (Chair)  
Tijs Broeke  
Lucas Green

**Officers:**

Katryna Zamulinskyj	- Human Resources Director
Kerry Nicholls	- Town Clerk's Department
Sarah Phillips	- Town Clerk's Department
Charlie Pearce	- Chief Operating Officer's Department

**1. APOLOGIES**

Apologies were received from Roy Blackwell.

**2. DECLARATIONS OF INTEREST**

There were no declarations.

**3. ELECTION OF CHAIR**

An election for Chair was conducted. Dawn Elliott, being the only Trustee willing to serve, was elected Chair for the 2021/22 academic year.

**4. TERMS OF REFERENCE**

Trustees discussed the terms of reference for the People, Equalities and Inclusion Committee.

**RESOLVED**, that the terms of reference for the People, Equalities and Inclusion Committee be approved.

**5. CONSIDERATION OF ACHIEVEMENTS TO DATE**

Trustees considered the achievements of the City of London Academies Trust in the areas of people, equalities and inclusion to date and the following points were noted:

- The CoLAT Central Team had a well-established Human Resources function which had embedded best practice people, equalities and inclusion processes across the Trust. This included the annual publishing of a gender pay gap report which was a legal requirement, and the development of policies and statements which supported equality of opportunity and the building of a diverse workforce across the Trust. Future areas of development included improved data collection of leadership and staff information to support the Trust in achieving its

people, equalities and inclusion aspirations. It was also planned to develop further HR policies in a number of key strands including Protection from Harassment at Work and an Equality and Diversity Policy.

- In considering the achievements to date, the Chair observed that the Public Sector Equalities Duty was very broad. It was likely that the initial focus of the People, Equalities and Inclusion Committee would be the Trust's duty to its staff, but going forward, it may be the Committee would review how individual academies were meeting the requirements of the Public Sector Equalities Duty to their students with a view to ensuring a consistent approach was being taken by academies across the Trust. A Trustee noted that over the past three years, the Trust had expanded in size by 25%; however, HR resourcing remained the same and additional resources might need to be agreed to drive necessary change.

**RESOLVED**, that the achievements of the City of London Academies Trust in the areas of people, equalities and inclusion to date be noted.

## 6. **EQUALITY OF OPPORTUNITY STATEMENT**

Trustees considered a draft Equality of Opportunity Statement for the Trust and the following points were made:

- The draft Equality of Opportunity Statement outlined the Trust's vision to build and support strong, sustainable, and cohesive academies within local communities through inclusive policies, processes and employment. The Statement captured the role of the People, Equalities and Inclusion Committee in providing strategic direction on equality and inclusion and ensuring the Trust's compliance with the Public Sector Equality Duty, including monitoring and reviewing its provision to give fair and equal access to all. The Statement also outlined the Trust's commitment to promote equality of opportunity to the Trust's employees and students as well as develop community relations with relevant partners, voluntary sector agencies, contractors and those who delivered services on the Trust's behalf.
- A Trustee underlined the need to include the vision for governance in the Equality of Opportunity Statement and this was supported by the Committee which agreed the following amendment:

"COLAT People, Equality and Inclusion Committee provides strategic direction on equality and inclusion, *including its consistent implementation by the Board of Trustees*, and ensures compliance with the Public Sector Equality Duty."

In response to a suggestion from another Trustee, the Chair confirmed that the Equal Opportunities Statement would be developed over time to become a more personalised statement of the Trust's aims but at

present it served as a clear statement of the Trust's vision and commitment in the area of equal opportunities.

**RESOLVED**, that the Equality of Opportunity Statement be agreed, subject to the above amendment.

7. **PRINCIPLES OF EQUALITY AND DIVERSITY IN THE WORKPLACE**

Trustees considered principles of equality and diversity in the workplace and how this was applied by the Trust and the following points were made:

- The Equality Act 2010 legally protected people from discrimination in the workplace and wider society across a range of protected characteristics comprising age, disability, gender reassignment, marriage and civil partnerships, pregnancy and maternity, race, religion or beliefs, sex and sexual orientation. The Equality Act 2010 had also introduced a single equality duty on public bodies which required them to eliminate conduct prohibited by the Act, advance equality of opportunity and foster good relations across all characteristics. The CoLAT Central Team had actively responded to this duty by designing policy, practice and training that aimed to eliminate discrimination, harassment and victimisation, by making reasonable adjustments for staff and students and by acting on and analysing any complaints to challenge and develop practice. A number of actions had also been taken to advance equal opportunities including the establishment of the People, Equalities and Inclusion Committee, data collection and monitoring and an Equal Opportunities Statement and Policy. The Trust also took an active role in fostering good relations across its family of academies by promoting education and understanding, ensuring materials were representative of the diversity of the Trust's population and that all materials were inclusive in image, language and intent.
- The Chair emphasised the need to consider the extent to which the Trust's staffing demographic reflected the communities its academies served, providing positive role models for success. Data collection on protected characteristics would be key to capturing a clear picture of the Trust's current position which, once analysed, would identify areas where decisions could be taken regarding the need to enhance representation by recruitment and development opportunities at all levels across the Trust. A Trustee noted that it would also be important to identify the experience of staff working within the culture of the Trust and suggested that annual equality gap reporting be undertaken to demonstrate the Trust's commitment to equality and diversity in the workplace.
- A Trustee observed that there was also a need to build diversity at governance level in the Trust and agreed to raise this with the Trust's sponsor, which appointed the majority of Trustees. Another Trustee queried whether it would be possible to make an external appointment to the People, Equalities and Inclusion Committee to broaden the perspective of the Committee and the Chair of the Board of Trustees

agreed to discuss this with the Chief Financial Officer following the meeting. If it was possible to appoint external candidates to the Board's committees, consideration would need to be given to a robust process for identifying strong external candidates, which could include an open recruitment process. A Co-opted Trustee had access to a range of best practice in this area and agreed to draw up a list of professionals with insight in building diverse and inclusive organisations who could offer advice and guidance to the Committee.

- In response to a question from a Trustee, the Human Resources Director advised that some individual academies across the Trust undertook staff surveys but did not necessarily share this data with the CoLAT Central Team. The CoLAT Central Team was committed to lead on a data gathering exercise from a whole-Trust perspective; however, there was limitation on resources within the Central Human Resources function which would need to be addressed before this could be taken forward. The Chair suggested that an initial focus on Senior Leadership data might be more deliverable. The Committee agreed to set a target of completing an all-staff survey demonstrating how the Trust was meeting its Public Sector Equality Duty by the end of the 2021/22 academic year, including salary data on the Senior Leaders across the Trust's academies. The Chair of the Board of Trustees further agreed to discuss resource implications of this work for the HR Central function with the Chief Executive Officer.
- A Co-opted Trustee advised that national and international media organisations tended to have strong diversity and inclusion cultures and often undertook volunteering work as part of corporate social responsibility strategies. The Trustee suggested this might present an opportunity to bring diverse role models from aspirational industries into Trust academies and this would be followed up after the meeting.

**RESOLVED**, that the discussion be noted.

**8. QUESTIONS ON THE WORK OF THE COMMITTEE**

There were no questions.

**9. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

There was no other business.

**10. DATE OF NEXT MEETING**

Trustees discussed the date of the next meeting of the Committee.

**RESOLVED**, that two meetings of the People, Equalities and Inclusion Committee be scheduled for the Summer 2022 term.

**11. EXCLUSION OF THE PUBLIC**

**RESOLVED**, that the public be excluded and that Trustees move into private session.



12. **NON-PUBLIC QUESTIONS ON THE WORK OF THE COMMITTEE**

There were no questions.

13. **ANY OTHER BUSINESS THAT THE COMMITTEE AGREES SHOULD BE CONSIDERED IN THE NON-PUBLIC SECTION**

There was one item of other business.

**The meeting ended at 10.30 am**

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Chair

**Contact Officer: Kerry Nicholls**  
**kerry.nicholls@cityoflondon.gov.uk**

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**CITY OF LONDON ACADEMIES TRUST**  
**Board of Trustees – Public Outstanding Actions (March 2022)**

Action Number	Date	Action	Responsible Officer	Progress Update
5	08.07.21	That Officers explore scope for roving Board/Committee meetings at Trust Schools.	MEM/TBR	Full Board Meeting scheduled at SP. Next Scheduled for CoLPAI. Subsequent meetings agreed to be scheduled at schools on rotation.
6	16.12.21	Highbury Grove governance template to be circulated to all LGBs	MEM	

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