



## Corporate Services Committee

**Date:** WEDNESDAY, 19 OCTOBER 2022  
**Time:** 1.45 pm  
**Venue:** COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

**Members:**

Deputy Alastair Moss (Chair)	Gregory Lawrence
Florence Keelson-Anfu (Deputy Chair)	Deputy Edward Lord
Deputy Randall Anderson	Catherine McGuinness
Deputy Keith Bottomley	Timothy James McNally
Alderman Sir Charles Bowman	Ruby Sayed
Deputy Henry Colthurst	Tom Sleigh
Steve Goodman	Mandeep Thandi
Deputy Christopher Hayward	James Tumbridge
Alderwoman Susan Langley	Deputy Philip Woodhouse

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[https://youtu.be/O\\_KP4Ejybmq](https://youtu.be/O_KP4Ejybmq)

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic 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

## Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**  
To agree the public minutes and non-public summary of the meeting held on 6<sup>th</sup> September.
4. **CHANGES TO COMMITTEE'S TERMS OF REFERENCE**  
Report of the Chief Operating Officer.
5. **GUILDHALL RECEPTION & SECURITY SERVICES DELIVERY MODEL**  
Report of the City Surveyor.
6. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
7. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**
8. **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**  
(Pages 5 - 10)

**For Decision**  
(Pages 11 - 22)

**For Decision**  
(Pages 23 - 26)

**For Decision**

## Part 2 - Non-Public Agenda

9. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 6<sup>th</sup> September.

**For Decision**  
(Pages 27 - 30)

10. **WORKPLACE POSTURE**

Report of the Chief Operating Officer.

**For Decision**  
(Pages 31 - 78)

11. **REPORT OF ACTION TAKEN - BUSINESS CASE FOR HUMAN RESOURCES TRANSFORMATION**

Report of the Town Clerk.

**For Information**  
(Pages 79 - 90)

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

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

**Part 3 - Confidential Agenda**

14. **CONFIDENTIAL MINUTES**

To agree the Confidential minutes of the last meeting held on 6<sup>th</sup> September.

**For Decision**

**For Formal Decision**

15. **FOOTMAN SERVICES TO THE LORD MAYOR**

Report of the Executive Director & Private Secretary to the Lord Mayor.

**For Decision**

**For Information**

16. **EMPLOYMENT TRIBUNAL CASES AND SETTLEMENTS**

Report of the Comptroller & City Solicitor.

**For Decision**

17. **TOWN CLERK'S UPDATE**  
The Town Clerk to be heard.

**For Information**

## **CORPORATE SERVICES COMMITTEE** **Tuesday, 6 September 2022**

Minutes of the meeting of the Corporate Services Committee held at Guildhall on  
Tuesday, 6 September 2022 at 1.45 pm

### **Present**

#### **Members:**

Deputy Alastair Moss (Chair)  
Florence Keelson-Anfu (Deputy Chairman)  
Deputy Randall Anderson  
Deputy Keith Bottomley  
Alderman Sir Charles Bowman  
Deputy Henry Colthurst  
Deputy Edward Lord  
Catherine McGuinness  
Timothy James McNally

#### Observer

Ruby Sayed

#### **Officers:**

Bob Roberts	- Deputy Town Clerk
Michael Cogher	- Comptroller and City Solicitor
Emma Moore	- Chief Operating Officer
Marcelle Moncrieffe	- Executive Director, Human Resources and Chief People Officer
Caroline Al-Beyerty	- The Chamberlain
Paul Wilkinson	- City Surveyor
Claire Holdgate	- Town Clerk's Department
Ian Simpson	- Town Clerk's Department
Genine Whitehorne	- Commercial Director
Greg Moore	- Assistant Town Clerk

### **1. APOLOGIES**

Apologies for absence were received from Steve Goodman, Deputy Christopher Hayward, Ruby Sayed, and James Tumbridge.

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

There were no declarations of interest.

### **3. MINUTES**

**RESOLVED** – That the public minutes and non-public summary of the meeting held on 30<sup>th</sup> June be approved as an accurate record.

#### 4. **HR GREATER LOCAL DELEGATIONS - REVIEW OF PILOT**

The Committee considered a Report of the Chief Operating Officer concerning greater local HR delegations to Chief Officers.

Members welcomed the proposals as step in the right direction and urged officers to see if the full implementation (currently scheduled for 2024) could be brought forwards. They also asked officers to come back to the Committee with analysis about where strains still exist and what further delegations can be made to create a more efficient and flexible decision-making process. The Chief Operating Officer welcomed the steer from Members, and, whilst stressing the need for us to retain some centralised systems of oversight on these matters, would endeavour to come back to the Committee in due course with further options, including proposals around Job Families.

In response to the Deputy Chair's request that the frequency of MFS be reduced in favour of pay levels being, from the outset, reflective of the market rate, the Chief People Officer emphasised that, whilst a reduction of these requests should now be expected, MFS could not be completely ruled out in future – the breadth of the City Corporation's responsibilities across multiple different areas and institutions made it difficult to have a set salary model for every current and future role, and, on rare occasion, an MFS would be the most appropriate solution.

The Chief People Officer confirmed that the delegations outlined in the Report applied to all City institutions, including, specifically, the three independent schools and the Guildhall School.

**RESOLVED** – that the Committee approved the following:

- Starting spinal point for internal and external appointments and acting ups should be a matter for recruiting managers;
- Increment progression - additional awards are devolved to Chief Officer Tier 1 in consultation with their HR Business Partner/HR Contact;
- Honoraria payments are devolved to Tier 1 Chief Officers in consultation with their HR Business Partner/HR Contact;
- MFS payments up to the value of 10% of contractual pay can be approved by the Tier 1 Chief Officers;
- The MFS Board to approve MFS payments more than 10% of contractual pay up to £25000 depending on grade (see paragraph 22);
- MFS payments above these limits to be considered by the MFS Board and referred to the Chair and Deputy Chair of Corporate Services Committee for approval under delegated authority by the Committee;
- Reduced length of time an MFS can be agreed for from 5 to 3 years;
- Reduced MFS pay protection period from 3 years to 1 year;

- Revisions to the Employee Handbook provisions included in Appendix 1;
- Changes to be reflected in the Scheme of Delegation as necessary.

Members noted:

- That the monitoring and auditing of these delegations through periodic reports to Committee which would review the application of these delegations, including any emerging concerns from an equality perspective and actions planned to address these;
- That further scope for delegations around MFS and similar thresholds will be reviewed on a regular basis with a view to improving the efficiency of the decision making process.
- That the City of London School and City of London School for Girls will undertake the end-to-end recruitment process for their non-teaching staff. Further the City of London Freemen's school will undertake a pilot of non-teaching recruitment in due course;
- That there will be a review of the Terms of Reference for the Committee's consideration at a future meeting. The aim will be to underpin the theme of greater delegation and reducing bureaucracy and to better reflect the Operation's Departmental activities.

5. **CHRISTMAS LUNCH FUNDING AND SUMMER RECEPTIONS REVIEW**

The Committee considered a Report of the Town Clerk concerning funding for the 2022 Staff Christmas Lunches and a review and of the Staff Summer BBQ Receptions.

Members recorded their thanks to Claire Holdgate for her work on delivering the Summer Receptions.

Members asked that, if the receptions were repeated in future years, given the capacity restrictions in the Guildhall Yard, consideration be given to ensuring that provision was made for more staff members to participate; it was apparent that those not based at Guildhall were at relative disadvantage. Officers would consider options and come back to the Committee in due course.

Whilst welcoming the impact the receptions had made in terms of staff morale, Members were keen to ensure that a sustainable funding solution was found to cover the costs for future Summer Receptions and asked officers to consider options; this could include asking for a modest contribution from staff members to supplement the cost of the receptions.

**RESOLVED** – that the Committee approved the following:

- That in consideration of the increasing food and drink prices, staff contribution increases from £18pp to £20pp.
- That, subject to Chief Officer approval, Chief Officers could make provision for locally based hospitality, for those staff based offsite who are unable to attend the Christmas Lunches.

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

There were no questions.

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

There were no urgent items.

8. **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 the Schedule 12A of the Local Government Act.

9. **NON-PUBLIC MINUTES**

**RESOLVED** – That the non-public minutes of the meeting held on 30th June be approved as an accurate record.

10. **RECRUITMENT OF THE TOWN CLERK & CHIEF EXECUTIVE**

The Committee considered a Report of the Chief People Officer concerning the recruitment of the Town Clerk & Chief Executive Officer.

11. **ORAL UPDATE - INFORMAL MEETING REGARDING THE CORPORATION'S POSTURE IN RETURN TO WORKPLACE ATTENDANCE (22ND AUGUST)**

The Committee received an oral update of the Chief Operating Officer concerning the Corporation's posture in return to workplace attendance.

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

There was one question.

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

There were no items of urgent business.

14. **CONFIDENTIAL MINUTES**

**RESOLVED** – That the confidential minutes of the meeting held on 30<sup>th</sup> June be approved as an accurate record.



15. **RESOLUTION FROM THE CULTURE, HERITAGE AND LIBRARIES COMMITTEE**  
The Committee noted the resolution of the Culture, Heritage, and Libraries Committee.
16. **CITY SURVEYOR'S DEPARTMENTAL TOM RESTRUCTURING**  
The Committee considered a Report of the City Surveyor concerning the City Surveyor's Departmental TOM restructuring.
17. **FROS LITIGATION STRATEGY**  
The Committee considered a Report of the Comptroller & City Solicitor concerning the FROS litigation strategy.
18. **STAFF HONORARIUM - CITY OPERATIONS DIVISION**  
The Committee considered a Report of the Executive Director of Human Resources and Chief People Officer concerning a staff honorarium.
19. **JUDGES' PAY AWARD**  
The Committee considered a Report of the Executive Director of Human Resources and Chief People Officer concerning the Judge's Pay Award.
20. **ORAL UPDATE - PAY 2022/23**  
The Committee considered an oral update of the Chief Operating Officer concerning the Staff Pay Award in 2022/23.

**The meeting ended at 3.15 pm**

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Chair

**Contact**  
**john.cater@cityoflondon.gov.uk**

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<b>Committee(s):</b> Corporate Services Committee	<b>Dated:</b> 19 October 2022
<b>Subject:</b> Updates to the Terms of Reference of the Corporate Services Committee	<b>Public</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> Emma Moore, Chief Operating Officer	<b>For Decision</b>
<b>Report author:</b> Emma Moore, Chief Operating Officer	

## Summary

This report proposed some amendments to the Terms of Reference of the Corporate Services Committee to reflect changes to the Corporation's organisation following the Targeting Operating Model (TOM) work, and to more fully reflect the Committee's remit.

## Recommendation(s)

Members are asked to:

- Approve the proposed changes to the Terms of Reference of the Corporate Services Committee, as set out in **Appendix A**.

## Main Report

### Background

1. The role and remit of the Corporate Services Committee (the Committee) is captured in the Terms of Reference (the Terms). These Terms have not yet been updated to reflect changes to the Corporation's organisation following the TOM, such as creation of Operations as a new Department. In addition, two new teams have been created in the Corporation: Corporate Health and Safety; and Equality, Diversity and Inclusion. These areas already fall under the Committee's remit, but the Terms could better reflect its role in relation to them.
2. We have taken the opportunity to strengthen references to the Committee's cross-Corporation role, including in relation to the City's wider Institutions.
3. These updates are factual and therefore not anticipated to be controversial. They edits are purely intended to ensure that the Terms are up to date and accurately reflect the Committee's remit, rather than change the remit of the Committee itself.

### Current Position

4. The current Terms of the Committee are attached at **Appendix B** for comparison.

### Proposals

5. We recommend that Members approve the proposed changes to the Terms of Reference of the Corporate Services Committee.

## **Appendices**

**Appendix A** – Proposed amendments to the Corporate Services Committee Terms of Reference with changes shown in track

**Appendix B** – Current Corporate Services Committee Terms of Reference

Emma Moore  
Chief Operating Officer  
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## **CORPORATE SERVICES COMMITTEE**

### **1. Constitution**

A Non-Ward Committee consisting of,

- two Aldermen nominated by the Court of Aldermen
- 15 Commoners elected by the Court of Common Council at least two of whom shall have fewer than five years' service on the Court the time of their appointment
- an appointed representative of the Finance Committee

### **2. Quorum**

The quorum consists of any four Members.

### **3. Terms of Reference**

- (a) The Corporate Services Committee has specific authority to deal with or make recommendations to the Court of Common Council where appropriate on all matters listed below relating to City of London Corporation staff where such matters are not specifically delegated to another Committee. These matters include:-
- Conditions of employment;
  - Local Government Pension Scheme (apart from investments);
  - Workforce planning;
  - Wages, salaries structure, job evaluation, staff grading and remuneration of Heads of Departments or Institutions, and any other officers in the Senior Management Grade;
  - Organisation reviews;
  - Employee relations;
  - Joint consultation;
  - Learning and employee development;
  - Recruitment and selection;
  - Discipline, dismissal, redundancies in line with the appropriate stages in policy etc;
  - Occupational health, safety and wellbeing;
  - Corporate health and safety, including fire and psychosocial hazards;
  - Equality, diversity and inclusion.

NB. The definition of “staff” includes all graded and non-graded employees, employees on the professional payrolls, , and casual workers, across Corporation departments and Institutions. The exceptions to this rule are uniformed police officers, which come under the Police Authority Board and are subject to national policing arrangements, and teaching staff whose remuneration is managed through separate arrangements.

- (b) To approve:-
  - (iv) Reports of Chief Officers recommending changes to or creation of senior management posts of Grade I and above which need the approval of the Court.
  - (ii) The structure and application of Job Evaluation Schemes and any amendments thereto.
  
- (c)
  - (iii) Human Resources policies and practices so that the City of London Corporation can recruit, retain and motivate its employees and carry out its functions to the highest standards of quality and cost effectiveness;
  
  - (iv) Market Forces Supplements and Honorarium payments over officer delegation thresholds under delegation to the Chair and Deputy Chair of Corporate Services Committee.
  
- (d) To instigate and receive organisational reviews of departments and to approve their reports and comments on proposed changes in organisation to ensure that staff resources are deployed in an efficient and effective manner.
  
- (e) To make amendments to:-
  - (i) the general terms and conditions of employment which are contained in the employee handbook, such as working hours, annual leave, pension, leave of absence, allowances, family friendly provisions, and sick pay;
  - (ii) those procedures which form part of the contract of employment to include the grievance, disciplinary, capability, and appeals procedures, motor car, and motorcycle assisted purchase scheme.

- (f) To appoint seven members (including the representative of the Finance Committee):-
  - (i) to act as the Employer's side of the Joint Consultative Committee when meeting 8 members of the recognised unions, UNITE and GMB for the purpose of collective consultation and negotiation on general matters relating to salaries and terms and conditions of service etc. of City of London Corporation employees up to and including Grade G but excluding teachers and City of London Police Officers;
  - (ii) to act as the Employer's side of the Senior Management Joint Consultative Committee when meeting representatives of senior management of grades H and above, including High and Table Officers, for the purpose of collective consultation and negotiation on general matters relating to salaries and terms and conditions of service, etc;
- (g) To increase Judges' salaries if they follow the recommendations of the Top Review Board and are approved by the Lord Chancellor.
- (h) To increase the salary of the Coroner if it follows the recommendations of the Joint Negotiating Committee for Coroners.
- (i) To consider submissions of the Board or Boards of Governors relating to teaching staff, which, inter alia, may have to be finally submitted to the Court of Common Council.
- (j) To receive confirmation of any pay award approved by the Boards of Governors for the independent City of London Schools for information.



- (k) To approve:-
  - (i) the learning and employee development policy, strategy and budget;
  - (ii) the Health and Safety and Occupational Health and Wellbeing policies and strategies, not including policies related to public health and wellbeing.
  
- (l) To be the service Committee for the following Departments:-
  - Town Clerk's (Policy and Democratic Services) Comptroller and City Solicitor's
  - Chief Operating Officer's (HR; Corporate Health and Safety; Equality, Diversity and Inclusion)
  
- (m) To be responsible for the appointment of the Coroner (and see (h) above).
  
- (n) In accordance with the Scheme of Delegation, to receive details of:
  - (i) redundancies and early retirements
  - (ii) Employment tribunals, litigation cases and grievances and other reports from Comptrollers
  
- (o) To be responsible for the monitoring of overtime, sickness absence, recruitment and retention changes to staffing resources, workforce profile, job evaluation and the termination of employment.
  
- (p) To have oversight of the City of London Corporation's policies and practices in respect of equality and inclusion, including the implementation of the Equality Act 2010 and other relevant legislation through the Equality, Diversity and Inclusion joint Sub Committee with the Policy & Resources Committee.

(q) Dealing with requests for grants to support staff hospitality and recognition initiatives from funds under the Committee's control, as allocated by the Resource Allocation Sub (Policy and Resources) Committee

## **CORPORATE SERVICES COMMITTEE**

### **1. Constitution**

A Non-Ward Committee consisting of,

- two Aldermen nominated by the Court of Aldermen
- 15 Commoners elected by the Court of Common Council at least two of whom shall have fewer than five years' service on the Court the time of their appointment
- an appointed representative of the Finance Committee

### **2. Quorum**

The quorum consists of any four Members.

### **3. Terms of Reference**

- (a) The Corporate Services Committee has specific authority to deal with or make recommendations to the Court of Common Council where appropriate on all matters relating to the employment of City of London Corporation employees where such matters are not specifically delegated to another Committee. These matters include:-

- Conditions of employment;
- Local Government Pension Scheme (apart from investments);
- Workforce planning;
- Wages, salaries structure, job evaluation, staff grading and remuneration of Senior Officers;
- Organisation reviews;
- Employee relations;
- Joint consultation;
- Learning and employee development;
- Recruitment and selection;
- Discipline, dismissal, redundancies in line with the appropriate stages in policy etc;
- Occupational health, safety and wellbeing.

NB. The exception to this rule is, whilst the support staff in the City of London Police come within the purview of this Committee, the uniformed Police come under the Police Authority Board.

- (b) To approve:-
  - (i) Reports of Heads of Departments recommending changes to senior management posts of Grade I and above which need the approval of the Court.
  - (ii) The structure and application of Job Evaluation Schemes and any amendments thereto.
  
- (c) To approve and promulgate Human Resources policies and practices so that the City of London Corporation can recruit, retain and motivate its employees and carry out its functions to the highest standards of quality and cost effectiveness;
  
- (d) To instigate and promulgate organisational reviews of departments and to approve their reports and comments on proposed changes in organisation to ensure that staff resources are deployed in an efficient and effective manner.
  
- (e) To make amendments to:-
  - (i) the general terms and conditions of employment which are contained in the employee handbook, such as working hours, annual leave, pension, leave of absence, allowances, family friendly provisions, and sick pay;
  - (ii) those procedures which form part of the contract of employment to include the grievance, disciplinary, capability, and appeals procedures, motor car, and motorcycle assisted purchase scheme.

- (f) To appoint seven members (including the representative of the Finance Committee):-
  - (i) to act as the Employer's side of the Joint Consultative Committee when meeting 8 members of the recognised unions, UNITE and GMB for the purpose of collective consultation and negotiation on general matters relating to salaries and terms and conditions of service etc. of City of London Corporation employees up to and including Grade G but excluding teachers and City Police Officers;
  - (ii) to act as the Employer's side of the Senior Management Joint Consultative Committee when meeting representatives of senior management of grades H and above, including High and Table Officers, for the purpose of collective consultation and negotiation on general matters relating to salaries and terms and conditions of service, etc;
- (g) To increase Judges' salaries if they follow the recommendations of the Top Review Board and are approved by the Lord Chancellor.
- (h) To increase the salary of the Coroner if it follows the recommendations of the Joint Negotiating Committee for Coroners.
- (i) To consider submissions of the Board or Boards of Governors relating to teaching staff, which, inter alia, may have to be finally submitted to the Court of Common Council.
- (j) To receive confirmation of any pay award approved by the Boards of Governors for the independent City of London Schools for information.

- (k) To approve:-
  - (i) the learning and employee development policy, strategy and budget;
  - (ii) the Health and Safety and Occupational Health and Wellbeing policies and strategies.
  
- (l) To be the service Committee for the following Departments:-
  - Town Clerk's (Policy and Democratic Services, including Corporate HR)
  - Comptroller and City Solicitor's
  
- (m) To be responsible for the appointment of the Coroner (and see (h) above).
  
- (n) In accordance with the Scheme of Delegation, to receive details of:
  - (i) redundancies and early retirements
  - (ii) Market Forces Supplements
  
- (o) To be responsible for the monitoring and control of overtime, sickness absence, recruitment and retention changes to staffing resources, workforce profile, job evaluation and the termination of employment.
  
- (p) To have oversight of the City of London Corporation's policies and practices in respect of equality and inclusion, including the implementation of the Equality Act 2010 and other relevant legislation through the establishment of the Equality, Diversity and Inclusion joint Sub Committee with the Policy & Resources Committee.
  
- (q) Dealing with requests for grants to support staff welfare initiatives from funds under the Committee's control, as allocated by the Resource Allocation Sub (Policy and Resources) Committee

By virtue of paragraph(s) 2, 4 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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