



Barbican Centre Board

Date: WEDNESDAY, 29 JANUARY 2025
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Alderman Sir William Russell (Chair)	Jaspreet Hodgson
Tobi Ruth Adebekun (Deputy Chair)	Alderman Sir Nicholas Lyons
Tijs Broeke (Deputy Chair)	Mark Page (External Member)
Munsur Ali	Anett Rideg
Deputy Randall Anderson	Jens Riegelsberger (External Member)
Michael Asante (External Member)	Jane Roscoe (External Member)
Stephen Bediako (External Member)	Despina Tsatsas (External Member)
Farmida Bi, Barbican Centre Trust Chair (Ex-Officio Member)	Irem Yerdelen
Zulum Elumogo (External Member)	

Enquiries: **John Cater**
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<https://www.youtube.com/@CityofLondonCorporation/streams>

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

A number of items on the agenda will have already been considered by the Board's Sub Committees and it is therefore proposed that they be noted without discussion. These have been marked with a star *. Any Member is able to request that an item be subject to discussion; Members are asked to inform the Town Clerk or Chair of this request prior to the meeting.

1. **APOLOGIES**

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

3. **BOARD MINUTES**

To approve the public minutes and summary of the Barbican Centre Board meeting held on 20 November 2024.

For Decision
(Pages 5 - 8)

4. **CEO REPORT BY THE BARBICAN'S DIRECTORS**
Report of the interim CEO, Barbican Centre.

For Decision
(Pages 9 - 16)

5. **BARBICAN RENEWAL GOVERNANCE**
Report of the interim CEO, Barbican Centre.

For Decision
(Pages 17 - 30)

6. ***BARBICAN CENTRE HEALTH AND SAFETY REPORT**
Report of the interim CEO, Barbican Centre.

For Information
(Pages 31 - 34)

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

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

9. **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

10. **NON-PUBLIC BOARD MINUTES**

To agree the non-public Minutes of the Barbican Centre Board meeting held on 20 November 2024.

For Decision
(Pages 35 - 38)

11. **NON-PUBLIC CEO REPORT BY THE BARBICAN'S DIRECTORS**

Report of the interim CEO, Barbican Centre.

For Information
(Pages 39 - 68)

12. **BARBICAN CENTRE BUDGET 2025/26**

Joint Report of the interim CEO, Barbican Centre and the Chamberlain.

To follow.

For Decision

13. **BARBICAN RENEWAL: FUNDING DRAWDOWN**

Report of the interim CEO, Barbican Centre.

For Decision
(Pages 69 - 86)

14. **BARBICAN RENEWAL - PHASE 1 INFRASTRUCTURE - TASK ORDER 2**

Joint Report of the interim CEO, Barbican Centre and the City Surveyor.

For Decision
(Pages 87 - 122)

15. **PROJECT MANAGEMENT TENDER - DELEGATED AUTHORITY REQUEST**

Report of the interim CEO, Barbican Centre.

For Decision
(Pages 123 - 128)

16. ***BARBICAN BUSINESS REVIEW: OCTOBER 2024 (PERIOD 7)**

Joint Report of the interim CEO, Barbican Centre and the Chamberlain.

For Information

(Pages 129 - 142)

17. ***BARBICAN CYCLICAL WORKS PROGRAMME (CWP) AND CAPITAL PROJECTS – UPDATE**

Report of the interim CEO, Barbican Centre.

For Information
(Pages 143 - 150)

18. ***BARBICAN CENTRE HEALTH AND SAFETY REPORT (NON PUBLIC)**

Report of the interim CEO, Barbican Centre.

For Information
(Pages 151 - 156)

19. **QUESTIONS RELATING TO THE WORK OF THE BOARD**

20. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**

Part 3 - Confidential Section

21. **CEO RECRUITMENT UPDATE**

For Decision

BARBICAN CENTRE BOARD

Wednesday, 20 November 2024

Minutes of the meeting of the Barbican Centre Board held at Committee Room - 2nd Floor West Wing, Guildhall on Wednesday, 20 November 2024 at 11.00 am

Present

Members:

Alderman Sir William Russell (Chair)	Zulum Elumogo (External Member)
Tobi Ruth Adebekun (Deputy Chair)	Jaspreet Hodgson
Tijs Broeke (Deputy Chair)	Mark Page (External Member)
Deputy Randall Anderson	Jens Riegelsberger (External Member)

Observers

Munsur Ali
Micheal Asante
Stephen Bediako

Guests

Kathryn McDowell	LSO
Dr Maggie Semple	

Officers:

David Farnsworth	- Barbican Centre
Ali Mirza	- Barbican Centre
Cornell Farrell	- Barbican Centre
Natasha Harris	- Barbican Centre
Luke Kemp	- Barbican Centre
Devyani Saltzman	- Barbican Centre
Philippa Simpson	- Barbican Centre
James Tringham	- Barbican Centre
Harriet Usher	- Barbican Centre
Beau Vigushin	- Barbican Centre
Helen Wallace	- Barbican Centre
Matthew Cooper	- Town Clerk's Department
Kate Doidge	- Town Clerk's Department
John Cater	- Town Clerk's Department

1. APOLOGIES

Apologies for absence were received from Munsur Ali, Michael Asante, Stephen Bediako, Farmida Bi, Alderman Sir Nicholas Lyons, Jane Roscoe, Despina Tsatsas, and Irem Yerdelen.

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

There were no declarations.

3. **BOARD MINUTES**

The draft public minutes and non-public summary of the meeting held on Wednesday, 25 September 2024 were approved as an accurate record.

4. **ANNUAL REVIEW OF THE BOARD'S TERMS OF REFERENCE**

The Board considered a Report of the Town Clerk, concerning the annual review of its terms of reference. There were two suggested amendments to the terms of reference put forward to the Board for its consideration.

Some Board Members expressed a concern that an amendment to paragraph 4(B) of the terms of reference may not align with the City Corporation's Member-led recruitment process for positions such as the Chief Executive Officer of the Barbican Centre. It was agreed that officers would take this comment away and return to the Board meeting in January 2025 with amended wording for the Board's review and sign-off.

It was suggested and agreed that the amendment clarifying that a Deputy Chair be elected from Members of the Board be adjusted to 'from the Elected City Corporation Members'.

RESOLVED – That the terms of reference of the Barbican Centre Board be reported back to the Board at its meeting in January 2025, taking into account the points detailed above.

5. **CEO REPORT BY THE BARBICAN'S DIRECTORS**

The Board received a Report of the Interim CEO, Barbican Centre, comprising updates from across the Centre.

RESOLVED – That Members note the Report and endorse the Managements Approach.

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

There were no questions.

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

There was no other urgent business.

8. **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.

9. **NON-PUBLIC BOARD MINUTES**

The draft non-public minutes of the meeting held on Wednesday, 25 September 2024 were approved as an accurate record.

10. **NON-PUBLIC CEO REPORT BY THE BARBICAN'S DIRECTORS**
The Board received a Report of the Interim CEO, Barbican Centre, comprising updates from across the Centre.
11. **BARBICAN REFLECTIONS**
The Board received a Report of Dr Maggie Semple concerning the reflections of the Board around the leadership changes at the Centre.
12. **BARBICAN RENEWAL UPDATE - VERBAL UPDATE**
The Board received a verbal update of the Interim CEO, Barbican Centre concerning Barbican Renewal.
13. **ARTISTIC VISION AND STRATEGY UPDATE**
The Board received a Report of the Interim CEO, Barbican Centre concerning the artistic vision and strategy of the Centre.
14. **BARBICAN IMMERSIVE PROGRAMME UPDATE**
The Board received a Report of the Interim CEO, Barbican Centre concerning Barbican Immersive.
15. **MUSIC DEPARTMENT UPDATE**
The Board received a Report of the Interim CEO, Barbican Centre concerning the Barbican's Music Department.
16. **LONDON SYMPHONY ORCHESTRA - ANNUAL REVIEW FOR 2023/24**
The Board received a Report of the Managing Director of the London Symphony Orchestra (LSO) concerning the LSO's activity in the 2023/24 season.
17. ***BARBICAN BUSINESS REVIEW: AUGUST 2024 (PERIOD 5)**
The Board received a joint Report of the Chamberlain and the Interim CEO, Barbican Centre concerning the period 5 accounts for the Centre.
18. ***BARBICAN CWP AND CAPITAL PROJECTS - UPDATE REPORT**
The Board received a Report of the Interim CEO, Barbican Centre concerning the period 5 accounts for the Barbican Centre.
19. ***ARTS PROGRAMMING & BUSINESS EVENTS RISK & ETHICS REGISTERS**
The Board received a Report of the Interim CEO, Barbican Centre concerning Arts Programming & Business Events Risk Registers for the Centre.
20. **QUESTIONS RELATING TO THE WORK OF THE BOARD**
There were no questions.
21. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**
There was no other business.

The meeting ended at 12.40 pm

Chairman

**Contact Officer: John Cater
john.cater@cityoflondon.gov.uk**

City of London Corporation Committee Report

Committee(s): Barbican Centre Board	Dated: 29 January 2025
Subject: CEO Report	Public report: For Information
This proposal: <ul style="list-style-type: none"> delivers Corporate Plan 2024-29 outcomes 	Diverse Engaged Communities Dynamic Economic Growth Leading Sustainable Environment: Vibrant Thriving Destination Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	-
What is the source of Funding?	-
Has this Funding Source been agreed with the Chamberlain's Department?	-
Report of:	David Farnsworth, Interim CEO
Report author:	David Farnsworth, Interim CEO

Summary

Below is an update on the Barbican Centre Shared Goals in line with our Strategic Framework

Recommendation

Members are asked to Note the report.

Main Report

EXCITE AND ENGAGE OUR COMMUNITIES AND AUDIENCES

Marketing & Communications

Campaigns

Since Autumn, we have developed a new approach to topline brand awareness campaigns, integrated marcomms campaigns supporting a set of 'seasonal highlight' events alongside brand campaigns. These include the best of the Barbican for the period, not necessarily linked by a theme, and echo the quarterly rhythm of Artistic Programming.

New light boxes at our main entrance

We have 4 new light box panels outside the Silk St entrance. The panels provide additional life, light and colour to our entrance, highlighting who we are and what's on. We are thrilled to now be able to showcase our offer to the public who don't (yet!) enter the building and also through new imagery our Welcome adds to the external look and feel of an Arts Centre.

Brand Project

We have completed the audience research phase of the Barbican Master Brand project which will review and refresh the Barbican brand strategy in line with the Strategic Framework. In conjunction with the development of the new artistic vision, the Brand work is a key programme in the Strategic Framework and will underpin:

- All aspects of our audience experience
- How we communicate to our audiences both current and new
- Design and evolution of our space via Barbican Renewal
- All aspects of our staff/employee/team experience
- How we demonstrate our impact to wide range of stakeholders, partners, artists and donors
- Our role in meeting the Corporation goals of Vibrant Thriving Destination, Dynamic Economic Growth and Flourishing Public Spaces Corporation's Strategic Plan.

Phase 2 will develop the brand positioning, hierarchy and tone of voice and the development of our campaign activity and visual design.

Corporate Communications

We have a new Corporate Communications Plan for 2025, with a focus on building the Barbican's visibility and reputation, to support the delivery of the artistic vision, building renewal, the capital fundraising campaign, and CEO recruitment.

Supported by detailed stakeholder segmentation and channel mapping, we will be focusing on a series of key proactive positive news moments throughout 2025 to

build momentum ahead of a fundraising campaign launch. We will also be looking to raise the profile of our Director team, as well as the permanent CEO once in post.

FUEL CREATIVE AMBITION

Theatre

Our Autumn/Winter season saw the return of RSC for their winter residency with an enchanting double bill; *Buddha of Suburbia*, and *A Midsummer Night's Dream*. *Dream* was well attended by secondary school groups in the run up to the holidays, and families took advantage of the performances playing across the festive break.

In the Pit, the winner of the Oxford Samuel Beckett Trust Theatre Award, *Quiet Songs*. The show is nominated for the Innovation Award at The Stage Awards 2025, winners will be announced on 20th January.

In December we welcomed the revival of our 2021 commission, *First Light*, especially for babies. The hugely positive feedback the show received further encourages us to continue this strand of bespoke programming.

With our spring season already announced, *Mime London* are heading towards sell out, Thomas Ostermeier's production of *The Seagull*, is sold out (with another ticket release due later this month). Our Spring Season launches in mid-January.

In 2024 the Theatre and Dance programme received 27 award nominations, celebrating 6 wins.

Barbican Immersive

Game On finished its run at the National Museum of Scotland in Edinburgh with 75,105 visitors, averaging over 650 visitors on weekends. Out of hours events at the venue attracted a further 1,173 visitors.

We have secured two North American venues for our exhibitions in 2025. *Asian Comics: Evolution of an Artform* will be displayed at the Museum of Pop Culture in Seattle, USA. *AI: More than Human* will travel to Miami, USA for a 3-month run at the Phillip & Patricia Frost Museum of Science.

Our *Music & Sound 2025 exhibition* (working title) will be announced on 13th January 2025 and run from 22nd May – 31st August 2025. Museum of Narratives (MON) is confirmed as co-producer and venue partner in Tokyo, Japan, where the exhibition will tour in 2026.

Cinema

October-December was the busiest season of the year across the Barbican Cinemas, with the programme of major film seasons, visiting festivals, new releases and ScreenTalks.

Rewriting the Rules (October) was a major season of films from the 1970s, 80s and 90s, when filmmakers rewrote the traditional rules of what constituted Indian cinema, curated by Dr Omar Ahmed. Most of the screenings, including Bollywood classic *Deewar* and restored queer rediscovery *Badnam Basti*, sold out. This complemented our Open Weekend and our Visual Arts offering, a cross-arts programming initiative.

Our ambition to be the most accessible cinema in the UK continues, including a special preview of *The Stimming Pool*, followed by a ScreenTalk with the filmmakers. Families continue to be central to our audience priorities, with a successful Family Film Week during October half term and our regular Family Film Club screenings at weekends.

We continued to partner with the film festivals such as Doc'n Roll (including ScreenTalks with Peaches and cult band Devo), London International Animation Festival and the Palestine Film Festival, for which all screenings sold out, including a specially commissioned live performance based on real events in Gaza, performed by Sarah Agha, written and directed by Elias Matar.

ScreenTalks, featured Cate Blanchett, Danielle Deadwyler, Andrew Garfield, Derek Jacobi, Steve McQueen, Denzel Washington and Malala Yousafzai, with special Q&A previews of *A Complete Unknown*, *Conclave*, *Nickel Boys*, *Queer* and *We Live in Time*.

Creative Collaboration

We have a new partnership with the Black British Book Festival. The only literary event of its kind, with 30 events from UK based authors, book marketplace, and workshops for all the family. Audience numbers were 3000, 45% were new bookers and it engaged a majority Black audience from our regular attenders. The event provided learning opportunities on delivering foyer events of this scale going forward, which is a key venue for Creative Collaborations public programming.

For children and young people, Creative Collaborations and Cinema provided drop-in sessions as part of the October half term Family Film Week Festival. And in November young people had a rare opportunity to work with *Wise Children* Associate Director to explore physical storytelling skills in the company style alongside seeing *The Buddha of Suburbia*.

Our school's conservatory program continues to build with new workshops added to the menu. *Conservation Creatures* developed with *Geotone* for primary school pupils with SEN/D complex needs. Our secondary school offer Eco-Poetry Workshop' with poet Esme Allman exploring English, creative writing, and the climate change. All workshops were fully booked, with 344 students attending.

Young Barbican Poets and Film Programmers recruited the 2025 cohort. There were over 270 applicants for poets and 198 for film programmers, including international applicants, for 45 places. The Young Poets Alumni created *Poetry in Practice* installation in the G level Hub, where members of the public could have a poem written for them and gain insight into the creative process.

We have been developing more opportunities for communities to join in offering a range of drop-in workshops: We collaborated with KNMA to deliver a community workshop series. As part of our commitment to artists developing community engaged practice, we offered one of these workshops for British South Asian emerging artist working in this way. We offered clay making and storytelling and music workshop based around the flute and whistling in the Conservatory.

Visual Arts

In early 2025, we open *Citra Sasmita: Into Eternal Land* in the Curve (30 Jan—20 April) and *Noah Davis* in the main gallery (6 February – 11 May 2024)

Discussions are ongoing for a version of our recently closed exhibition *The Imaginary institution of India: Art 1975- 1998* to travel to two other international venues.

We announced *Encounters: Giacometti* that will occupy a new exhibition space on level 2 for one year. Aimed at attracting a new broad audience full price tickets will be kept down to £8 with concessions for Young Barbican members and children of 14 and under. The series is produced in partnership with Foundation Giacometti, Paris.

Music

In October we hosted one of their biggest and most successful Darbar Festivals to date, which took in a weekend of free entry to *The Imaginary Institution of India* exhibition, market stalls, workshops, meditation sessions and world-class performances in the Hall and Milton Court. This is a model we are keen to continue to explore.

UK premieres in the season included Huang Ruo's opera *M Butterfly*, a collaboration with BBC SO, Gorges Ocloo's *The Golden Stool*, presented by LOD Muziktheater , *Spinefex Gum* from Marliya Choir & Gondwana Voices (Cairns), So Percussion and Caroline Shaw's *Rectangles & Circumstance* and a stunning collaboration between Lisa O'Neil and Britten Sinfonia, *Symphony for the Cold Moon*.

The LSO garnered critical acclaim for Helmut Lachenmann's *My Melodies*, Klaus Makela's rendition of *The Rite of Spring* and Pappano's of Puccini's rarely-performed opera *La Rondine*.

INVEST IN OUR PEOPLE AND CULTURE

The first Barbican-wide People Survey was launched in Autumn 2024, which will not only help to set a benchmark against a number of our shard goals but will also allow us to monitor progress. We will now use the survey and its findings to help targeted action planning at organisation-wide, Departmental and Team levels.

REVITALISE OUR PLACE

On 5th December, the Court of Common Council voted to approve £191m in funding across the next five years, to deliver the most critical and transformational projects within the Barbican Renewal Masterplan. With a focus on health and safety, sustainability and inclusivity, these works will be complete in time for the Barbican Centre's 50th anniversary and will ensure it can continue to operate successfully for the next fifty years.

Design work continues on key spaces at the Barbican Centre, and a process of co-design with underrepresented audiences is now embedded. A mid-RIBA stage 3 report was submitted in December and will be costed and reviewed across January. Planning consultation will start at the end of January 2025, through to May that year before a submission in July.

Following an open tender, six companies have been shortlisted for Project Management Consultancy across the next five years of delivery. Interviews will be held in the second week of February and an appointment made shortly after.

An open tender is now live for a wayfinding specialist to develop a scheme that will be implemented before work starts on site, to help visitors navigate during partial closures and eventually to roll out across all spaces. This will be developed in parallel with the Corporation of London's plans for improved wayfinding across the whole Barbican Estate.

Meanwhile, improvements and repairs to key infrastructure and facilities, in particular fire safety systems and WCs, continue across the site.

BUILDING AN ENTERPRISING BUSINESS

Commercial Restaurants

After a brief closure to update and improve, the Bar & Grill will relaunch in February 2025.

The Brasserie will be closing in early February, and we would like to thank Searcy's for all their work.

Business Events

This period saw 63 events delivered across the Barbican; returning clients including GLA, City Bridge Foundation, Red Cross & Baker McKenzie. New clients included My Life, My Say and Utility Warehouse.

We delivered 10 festive parties in the Garden Room, Conservatory and Terrace, selling all but one date that was available to the team, delivering joyful experiences for over 2300 people, before works commenced on netting the Conservatory.

Business Events included 7 Fane talks, corporate conferences and Graduation Ceremonies for Ravensbourne and London Metropolitan University.

Looking ahead, the team are working on events for the first quarter of 2025, with a busy season of graduations in the new year and planning for the World Design Congress 2025, when it returns to London for the first time in over 50 years.

Development

Corporate Membership and Sponsorship: We have achieved 112% of our target, driven by renewals from key Corporate Members, maintaining a 100% retention rate.

We have confirmed renewal from a key sponsor in support of the Outdoor Cinema 2025.

Philanthropy: The area remains strong, supported by continued contributions from Barbican Patrons. We have seen steady growth this year, welcoming 29 new Patrons to date.

Trusts and Grants: We have received pledges from key supporters towards the *Giacometti* series, as well as the Barbican Immersive and Theatre programme. Several major applications are pending decisions for funding towards a cross-arts season spearheaded by the Creative Collaboration department.

WORKING IN LINE WITH OUR VALUES

We are in the implementation phase of the main EDI strategy action plan, the anti-racism action plan, and the access and adjustments action plan.

Our Safeguarding Policy has recently been reviewed, updated and approved by the PCI Subcommittee. The Policy itself has remained largely consistent to previous versions (the last of which was dated February 2023), and changes relate to contact details of key safeguarding contacts and accessibility of the document.

Corporate & Strategic Implications

Strategic implications – our Shared Goals deliver on the 6 Corporate Goals

Financial implications – none

Resource implications –none

Legal implications – none

Risk implications - none

Equalities implications – none

Climate implications – none

Security implications – none

Appendices

None

David Farnsworth

Interim CEO, Barbican Centre

City of London Corporation Committee Report

Committee(s): Barbican Centre Board – For approval Policy and Resource Committee – For Decision Court of Common Council	Dated: 28/01/2025 13/02/2025 06/03/2025
Subject: Barbican Renewal Governance	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions 	Diverse Engaged Communities, Vibrant Thriving Destination, Dynamic Economic Growth, Leading Sustainable Environment
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain’s Department?	
Report of:	David Farnsworth, Interim CEO Barbican Caroline Al-Beyerty, Chamberlain
Report author:	Philippa Simpson, Barbican Director for Buildings and Renewal

Summary

This report proposes the establishment of bespoke governance arrangements to oversee the delivery of the Barbican Renewal Programme.

Following the approval of a £191m investment by the Court of Common Council in December 2025, the programme is moving into its delivery phase. To minimise financial, operational, and reputational risks while ensuring the Barbican Centre remains operational during the works, a governance framework that is both rigorous and agile is essential.

The report recommends the creation of a dedicated sub-committee under the Barbican Centre Board, with full Delegated Authority to manage the programme’s

£231m budget envelope (comprising £191m from the City of London Corporation and £40m to be raised by the Barbican Centre). This sub-committee would oversee drawdowns, expenditure, procurement, scope, and programme progress.

Furthermore, the appointment of joint Senior Responsible Officers (SROs) and a Delivery Director with agreed levels of Delegated Authority is proposed to enable timely decision-making while ensuring ongoing Member feedback and strategic direction are maintained.

Recommendation

That the Barbican Centre Board (in its capacity as the service provider) and the Policy and Resources Committee (with responsibility for major projects and matters relating to the creation of sub-committees), are invited to consider and approve, for onward consideration by the Court of Common Council:

1. The creation of a new sub-committee of Barbican Centre Board (**Barbican Renewal Sub-Committee**) as per the terms of reference set out in Appendix 1, for the delivery of the Barbican Renewal 2025-2030, noting that this is a departure from existing Major Projects arrangements (currently overseen by the Capital Buildings Board).
2. **Joint SROs are appointed (City Surveyor and CEO of the Barbican Centre) with delegations as set out in the table at paragraph 12.** It is requested that the CEO of the Barbican Centre is appointed joint SRO with the City Surveyor. It is recommended to Grant authority to the joint SROs to make decisions up to £5m, and to act in areas as defined by the Board, referring decisions above this value to the City Surveyor solely. The City Surveyor retains delegated authority up to £15m, noting that decisions above those thresholds remain subject to formal consideration by Barbican Renewal Sub-committee.
It is recommended to establish SROs delegation with immediate effect, with urgent decisions within the scope of the new sub-committee to continue to be presented to BCB and P&R, if needed before the establishment of the new sub-committee.
3. **A Delivery Director is appointed.** It is requested that the Director for Buildings and Renewal is named Delivery Director and granted Delegated Authority for the approval of Purchase Orders, procurement strategy and awarding of contracts up to £2m.
4. **Note that any requests for funds beyond the agreed budget envelope of £231m, within the Optimism Bias contingency of £57m** (noted in papers to the Court of Common Council on 5th December) are brought to the Policy and Resource Committee for consideration.
5. **Note that, subject to approval this day, an Options Analysis on use of the Exhibition Halls** is reviewed by Barbican Renewal Sub-Committee and

Barbican Board before presentation to Policy and Resource Committee in Spring 2025.

6. Following approval at Policy and Resources Committee in November, Members have endorsed the development of a **10-year business plan** to support the Barbican Renewal Programme and ensure its benefits are fully realised. It is proposed that the review and approval of the business plan be excluded from the remit of the Barbican Renewal Sub-Committee, with these responsibilities instead resting with the Barbican Centre Board, subject to final approval by the Policy and Resources Committee.

Main Report

Background

1. The full Masterplan for Barbican Renewal was approved by Policy and Resource Committee in March 2024, and a group of priority projects taken forward as 'phase one' to be delivered over the next five years. To progress delivery of this first phase, a new Director of Buildings and Renewal was appointed at the Barbican Centre, and a Project Team established, working alongside colleagues from the City Surveyors and Chamberlain's departments. Up to this point, oversight has been provided by the Barbican Centre Board, reporting to Resource Allocation Sub-Committee and Policy and Resource Committee for approval and drawdown of funds when necessary. The five-year budget for phase one is £231m, and therefore falls within the CoLC's Tier 1 category of capital projects.
2. Delivery of major capital programmes within the City of London has been managed in a number of ways over different periods. More latterly, at Member Level, governance for programmes over £100m have been overseen by Capital Buildings Board, which has been granted full delegated authority for drawdown and spend. At Officer Level each programme has had a Programme Board, which reports to the Chamberlain's Project Assurance Board and, when requested, Town Clerk's Portfolio Board.
3. An independent report commissioned in July 2023 by Paul Martin (the Martin Report) reviewed the efficiency and appropriateness of this approach, looking in particular at Member Level governance. It also looked in some detail at Barbican Renewal as a specific case in point. Key extracts are provided below:

"7.18 I would expect a strong case for a bespoke arrangement for the Barbican Centre as a globally significant cultural centre with significant stakeholder non-executive membership.

9.1 Service committees – including the Barbican Centre Board and the Police Authority but also external partner organisations like the Museum of London -

have the expertise and experience relevant to their responsibilities and should be responsible for projects within the new framework. They should be empowered to undertake their work with streamlined and proportionate oversight.

6.11: I have considered where the Sponsor Body role should be exercised for Tier 1 projects that will be overseen by members, as well as Tier 2 projects where applicable. The choice is between this responsibility being undertaken by the OPPSCC itself, and/or the relevant committee. I recommend that this role should be undertaken by a single relevant service committee. My reasoning is that it is a fundamental part of the service committees' role to oversee the high-level management of change in the committee's area of expertise and responsibility, and that the oversight of the more strategically significant projects should be undertaken in a way that aligns with the usual operating model of the Corporation.

7.13 My sense is that as the Barbican Centre Board has successfully developed a personality of its own featuring strong representation from the artistic and cultural industries it might be more analogous to the Museum project. Consideration should be given to the Sponsor Board being a subcommittee of the Barbican Centre Board with representation from the PRC/CBB as in the New Museum project."

4. Following these recommendations, it is proposed that the Barbican Renewal Sub-Committee functions as a Sponsor Board under Barbican Centre Board, with representation from PCR as laid out above.
5. This arrangement will:
 - Provide swift and informed decision making, combining CoLC expertise with in-sector experience
 - Allow for agility in responding to the live environment of an operating Arts Centre, minimising delay and cost
 - Reduce procurement periods without impacting rigour or detail of process, allowing for smooth transition into onsite delivery
 - Support swift and effective realisation of benefits, with matrix decision making across capital, operational and revenue areas
 - Guard against reputational and operational impacts, ensuring minimal and well managed disruption to public offer
 - Appropriate level of detailed and objective review, with relevant expertise embedded at every level

Current Position

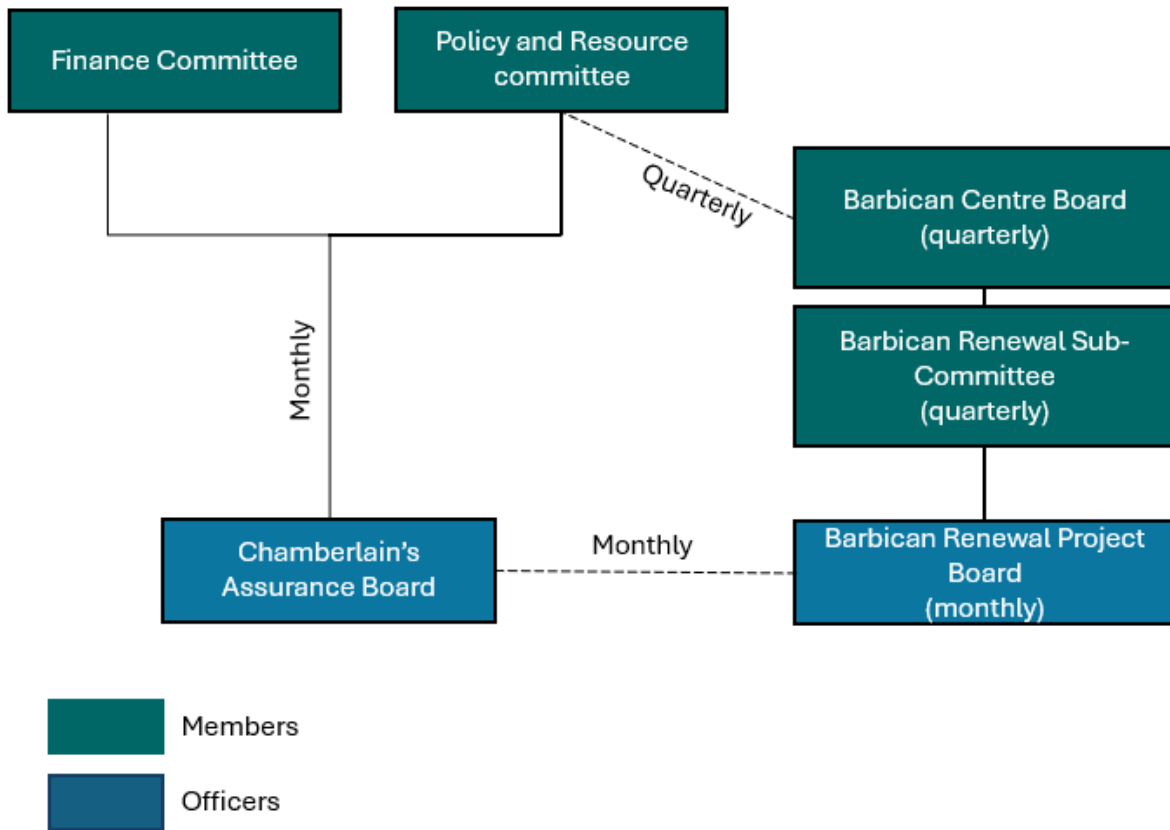
6. Barbican Renewal Phase one, as a programme with a budget over £100m, will automatically report to Capital Buildings Board unless a bespoke arrangement is established.

Options

7. There are three viable options for governance of Barbican Renewal. All of these pre-suppose appointment of joint SROs and a Delivery Director, with Delegated Authority for spend as outlined above:

Option	Benefits	Disadvantages
Capital Buildings Board	<ul style="list-style-type: none"> • Already established • In line with other major capital projects, overseen as part of broader portfolio 	<ul style="list-style-type: none"> • Limited expertise in performing arts operations and their relationship to capital development • Lengthy reporting and decision-making processes, unable to meet or review between fixed dates • Unable to respond at speed to the demands of a live public site still in operation • Restricts ability of team delivering a project to respond efficiently to issues arising
Barbican Centre Board	<ul style="list-style-type: none"> • Established service committee • Already invested in Barbican Renewal, and historic knowledge of its genesis and development • Extensive knowledge of Barbican Centre operations and requirements • Ability to draw together capital with operational and cultural change 	<ul style="list-style-type: none"> • Limited Board experience in capital project design and delivery • Meets quarterly, with limited ability to respond between meetings or delegate authority • Time is split between Renewal and all other areas of Barbican operations, including Business Planning
Barbican Renewal Sub-Committee RECOMMENDED	<ul style="list-style-type: none"> • Brings together knowledge, experience and expertise of Barbican Centre Board, relevant committees and co-opted expertise from external members • Ability to draw together capital with operational and cultural change • Meets quarterly, and can regroup more easily if required by exception between meetings, or delegate authority • Full focus on Barbican Renewal as the most significant capital project in the Barbican's history • Direct reporting line to Policy and Resource Committee 	<ul style="list-style-type: none"> • New sub-committee requiring set-up and administrative resource

Proposals



Officers' governance

8. **Barbican Renewal Programme Board:** The primary objective of the Barbican Renewal Programme Board is to provide strategic oversight and coordination for all aspects of the Barbican Renewal Programme. This includes managing risks, addressing dependencies between projects, and ensuring robust financial oversight of the associated budgets.
9. It will be chaired by the joint SROs and attended by all key project and design team members as well as representatives from Chamberlains and PMO departments
10. In addition, the Board will oversee the top-level communication and engagement strategy across all related projects.
11. The Board will also play a key role in coordinating reports to the Barbican Renewal Sub-Committee, Barbican Centre Board, Policy and Resource committee, and Chamberlain's Major Programme Assurance Board, with other relevant officer boards.
12. **Chamberlains Major Programmes Assurance Board:** The primary objective of the Chamberlain's Major Programmes Assurance Board is to provide strategic financial oversight and coordination for all financial, contractual, and procurement matters related to the approved Major Programmes within the City of London Corporation.

Delegated authority and Members' governance

13. The table below sets out which of the above responsibilities are proposed for delegation to the SROs and Delivery Director in respect of the Barbican Renewal Programme, alongside the role of the newly proposed sub-committee, Barbican Centre Board and Policy and Resources Committee:

	Delegation to SRO, to report to the Barbican Renewal Sub-Committee if approved	Reserved to Barbican Renewal Sub-Committee (BRC)	Reserved to BCB	Reserved to P&R
A	<ul style="list-style-type: none"> Day-to-day ownership of the Programme Plan and approved milestones Appointment of resources in support of the delivery of the programme (including professional services in line with B below) 	<ul style="list-style-type: none"> Initial approval of the Programme Plan and milestones 	<ul style="list-style-type: none"> Noting approval of the Programme Plan and milestones quarterly 	<ul style="list-style-type: none"> Noting approval of the Programme Plan and milestones quarterly
B	<ul style="list-style-type: none"> Monitoring of programme budget Release of monies at approved milestones in the project plan, up to £5m Award of contracts up to up to £5m (noting that one of the SROs holds current authorised signature limit of £15m), with the Delivery Director being able to award and sign contracts and Purchase order 	<ul style="list-style-type: none"> BRC to receive regular budget monitoring reports Variances of >15% must be reported to BRC and approval sought Award of contracts over the level permitted under Officer Delegation threshold 	<ul style="list-style-type: none"> Noting quarterly updates on the budget and spent. Review of anything above and beyond the envelope approved at P&R in November 2024. 	<ul style="list-style-type: none"> Noting quarterly updates on the budget and spent. Approval of anything above and beyond the envelope approved at P&R in November 2024, with subsequent approval at Court of Common Council.

	<p>for up to £2m in consultation with the SROs.</p> <ul style="list-style-type: none"> To remain in line with any future changes to the thresholds agreed for officer delegation under relevant corporate governance framework documents, e.g., Standing Orders, Scheme of Delegations, Financial Regulations, Procurement Regulations, Project Procedure. 			
C	<ul style="list-style-type: none"> Review of progress against programme plan 	<ul style="list-style-type: none"> Exception reporting of key risks and issues to BRC 	<ul style="list-style-type: none"> Reviewing and noting decisions above and beyond the pre-approved changes in strategy and policy of the programme 	<ul style="list-style-type: none"> Decisions above and beyond the pre-approved changes in strategy and policy of the programme
D	<ul style="list-style-type: none"> Initial consideration of questions around strategic direction and commercial viability of the Barbican Renewal 	<ul style="list-style-type: none"> Final decision-making regarding the strategic direction and commercial viability of Barbican Renewal Sub-committee Options Analysis on use of the Exhibition Halls is reviewed by Barbican Renewal Sub- 	<ul style="list-style-type: none"> Reviewing and noting of the options analysis on use of the Exhibition Halls before presentation to Policy and Resource Committee in Spring 2025. Reviewing and noting of the 10-year 	<ul style="list-style-type: none"> Decision options analysis on use of the Exhibition Halls before presentation to Policy and Resource Committee in Spring 2025. Decision on the 10-year

		Committee and Barbican Board before presentation to Policy and Resource Committee in Spring 2025.	business plan, subject to final approval by the Policy and Resources Committee	Business Plan.
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Summary of approvals for financial and procurement

Action / Stage	<£2m	>£2m-£5m	>£5m-£15m	>£15m (within approved budget of £231m)
Drawdown of funds	SROs	SROs	Barbican Renewal Sub-Committee (BRSC)	Barbican Renewal Sub-Committee (BRSC)
Procurement strategy report (pre-procurement)	Delivery Director	SROs	SRO (City Surveyor)	BRSC
Procurement award report (award of contracts)	Delivery Director	SROs	SRO (City Surveyor)	BRSC
Approval of procurement strategy and award of contracts	Delivery Director	SROs	SRO (City Surveyor)	BRSC
Contract extensions/variations (new contract value)	Delivery Director	SROs	SRO (City Surveyor)	BRSC
Signature of contract	Delivery Director	SROs	SROs (part of City Surveyor current responsibilities)	With comptrollers
Approval of Purchase Orders	Delivery Director	SROs	SROs	With comptrollers

Corporate & Strategic Implications

14. *Strategic Implications*: Barbican Renewal in itself delivers against all six of the CoLC's strategic aims, so any action that supports efficient and effective delivery of its benefits directly supports the Corporate Plan. In particular, timely and well-informed decision making will help accelerate progress towards a more equitable, resilient and successful site (Diverse Engaged Communities, Vibrant Thriving Destination, Dynamic Economic Growth) and achievement of the City's net zero targets (Leading Sustainable Environment).
15. *Financial implications* : no changes from those outlined in the approved business case, other than those associated with resourcing (see below.)
16. *Resource implications* : If Members choose to establish a new Sub-Committee, additional clerking/administration resource will need to be identified (either as part of the programme budget or otherwise) to provide sufficient support for new Barbican Renewal Sub-Committee. Currently, there is insufficient resource within the Governance and Member Services Team to support any additional committees.

It is estimated that this sub-committee will command administrative support equivalent to 0.5FTE at a cost of approximately £31,000 per annum (to increase with any staff pay increments).

If Members are supportive of the proposal within this paper, officers will review options on how this resource demand can be met and will bring these back under urgency to the relevant committee(s).

Other options do not present the same level of resource implications, unless there is a proposal to report matters via the Barbican Centre Board, which in turn requires an increase in the frequency of their meetings.

17. *Legal implications* : none
18. *Risk implications* : Reduced risk of programme delay and additional cost. Reduced risk of disconnect between capital programme and operations/business plan. Continued uncertainty around governance arrangements for this project will result in delays and, ultimately, likely add to costs associated with the project.
19. *Equalities implications* : Establishment of a new sub-committee with introduction of external members offers opportunities to create a more diverse and inclusive working culture. This can be achieved both through membership and terms of reference
20. *Climate implications* : supports efficient delivery of CoLC's net zero targets
21. *Security implications* : none

Conclusion

22. For the reasons outlined in the options table, Members are asked to endorse and approve the recommendations made above regarding governance of Barbican Renewal, with immediate effect.
In summary:

- Establishment of a Barbican Renewal Sub-committee operating with full Delegated Authority for the delivery of the Barbican Renewal 2025-2030.
- Appointment of joint SROs, and a Delivery Director with related Delegated Authorities, this being £5m for drawdown of funds for SROs, £2m for approvals of POs and contracts for Delivery Director.
- Review of options appraisal of Exhibition Halls at Policy and Resource Committee in Spring 2025, to be noted at Barbican Centre Board.
- Review of ten-year business plan by Policy and Resource Committee end 2025, to be noted at Barbican Centre Board.

23. Members are requested to endorse the recommendations outlined in this report for immediate implementation (subject to any necessary approvals by the Court of Common Council) to ensure the timely progression of the programme. It is important to note that, with the forthcoming pre-elections period, failure to establish agreed governance arrangements this day, may result in significant delays during the programme's critical initial phase.

Appendices

Appendix 1 – Draft Terms of Reference for the Barbican Renewal Sub-Committee

Background Papers

Court of Common Council – Barbican Report (December 2024)

Barbican Renewal Executive Summary Business Case (December 2024)

Independent Report, Paul Martin (July 2023)

Philippa Simpson

Director for Buildings and Renewal, Barbican Centre

E: philippa.simpson@barbican.org.uk

Draft Barbican Renewal Sub (Barbican Centre Board) Committee

Composition

- Chair and Deputy Chair of the Barbican Centre Board
- Two further Members of the Barbican Centre Board
- The Policy and Resources Committee Representative on the Barbican Centre Board, or another representative from P&R if necessary
- One Member of the Finance Committee
- Up to three external Members with necessary expertise and skills in major programmes, to be recruited and appointed by the Barbican Centre Board.

This number is in line with the two other subcommittees to the Barbican Centre Board, Finance and Risk committee and People, Culture and Inclusion committee

Quorum

Any three Members, with at least one representative of the Barbican Board and Policy and Resources Committee.

Terms of Reference

In respect of the Barbican Renewal Programme, which have been approved in principle by the Court of Common Council, to be responsible for:

- (a) Overall strategic direction and co-ordination, including commercial viability, providing it is in accordance with any relevant agreed strategies;
- (b) financial control and variances of up to +15%, within the overall approved budget for the project^[1], referring matters beyond this to the Barbican Centre Board and any other relevant committee(s);
- (c) review of progress;
- (d) decisions on significant option development and key policy choices;
- (e) oversight of the options analysis for the Exhibition Halls, making a final recommendation to the Barbican Centre Board and Policy and Resources Committee;
- (f) Monitoring the risks, budget, and progress against agreed milestones (referring matters to the Barbican Centre Board; and
- (g) The release of the City of London Corporation's funding that is within budget, without recourse to other committee(s).

The Barbican Renewal Sub-Committee will meet four times a year.

Delegated Authority requests will be submitted in the event that decisions are required between meetings (for example, where a tender exercise is due to close during a recess period).

[\[1\]](#) Including acting as the “Service/Spending Committee” in line with the Projects Procedure and Procurement Code.

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City of London Corporation Committee Report

Committee(s): Finance and Risk Committee of the Barbican Centre Board – <i>for information</i> *Barbican Centre Board – <i>for information</i>	Dated: 08/01/2025 29/01/2025
Subject: Barbican Centre Health and Safety Report	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions 	Diverse Engaged Communities Vibrant Thriving Destination Providing Excellent Services Flourishing Public Spaces
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:	David Farnsworth – Interim CEO Barbican Centre
Report author:	Megan Dewberry – Head of Health, Safety & Wellbeing

Summary

This report outlines the current state of health and safety, including fire management at the Barbican Centre and the steps being taken to address weaknesses. Over the past decade, the erosion of dedicated health and safety roles has led to unclear responsibilities across departments.

In response to independent reviews and issues arising in relation to fire safety management over the past 12 months, the Barbican has now recruited Megan Dewberry to a new Head of Health, Safety & Wellbeing role, secured funding for two additional new health and safety roles and is in the process of developing a strategic health and safety plan, sitting within the framework of the City of London Corporation’s health and safety strategy. Members will be asked to review and approve the plan in Spring/Summer 2025.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. The numbers and levels of dedicated health and safety competence and resource at the Barbican has been reduced over the past decade, examples include the Fire Officer and Medical Officer posts which were removed from the structure, as was the Head of Security and Safety post in 2017/18.

Since then, health and safety management has been informally shared across Directors and Managers, but roles and responsibilities have not been well defined. In Autumn 2023, Quadriga Health and Safety Ltd were commissioned to conduct an independent review of the City of London's (CoL) health and safety management arrangements, including the competency of health and safety advice. The review recommended that, due to the complexity and nature of the Barbican's activities, the Centre should have a dedicated health and safety provision with a minimum of three professionals.

There have also been a number of events that have highlighted weaknesses in general and fire safety management. Earlier this year the Town Clerk set up a "Task and Finish Group" to oversee improvements in relation to physical fire safety systems and management processes.

Current Position

2. Following the Quadriga report and interactions with the London Fire Brigade (LFB) and Town Clerk's Department, the Barbican has developed a clearer understanding of some significant health, safety and fire management issues and is implementing plans to address them, as detailed below.

Health and Safety Provision

Funding has been approved for three health and safety roles: a Head of Service and two managers. The Head of Health, Safety and Wellbeing joined the organisation at the end of September 2024 and is in the process of recruiting a Health and Safety Manager and Fire Safety Manager who will support in driving the strategic health and safety plan and act as a competent source of advice to Directors and their teams, supporting them to fulfil their health and safety responsibilities.

Safety Maturity Assessment

In April 2024, the Corporate Health and Safety Team commissioned a safety maturity assessment across all CoL departments, including the Barbican. The assessment measures 74 competencies that sit within the following 10 modules:

- Director Knowledge
- Management Knowledge
- Worker/Contractor Knowledge
- Health & Safety Management System
- Verification & Audit Activities

- Emergency Preparedness
- Health & Safety Data Collection
- Management Reporting
- Worker/Contractor Engagement
- Culture & Behaviours

The assessment was undertaken to provide a clear and objective picture of the health and safety capability of the organisation. It was led by Safe365, in collaboration with the Corporate Health and Safety Team and Barbican staff, who collectively agreed on the responses to each competency.

The score indicates that the Barbican's health and safety management system lacks maturity, however the assessment provides a helpful framework for improving the management of health and safety. It will also help the Barbican identify key priority areas which will be reflected in the strategic health and safety plan. Over time, it will also serve as an assurance tool for senior management, boards/committees, the City of London Corporation's Executive Leadership Board and the Corporate Health and Safety Team.

Leadership commitment

Bespoke leadership health and safety training has recently been delivered to the Town Clerk and the Executive Leadership Board. The Interim CEO of the Barbican is ensuring similar training is delivered to the Barbican Directors Group and wider Management Team. The intention is to adapt the training for members of the Board. The training will ensure that Directors and Managers fully understand and own their health and safety responsibilities. Managers will know how to manage and/or escalate risk and are equipped with the tools to show leadership in line with our values, visibly demonstrating their commitment to the safety and wellbeing of those impacted by the activities within their domain. This will be a critical step in fostering a strong safety culture and improving safety maturity at the Barbican.

Consideration is also being given to the type of training that will be delivered to Members to support them in exercising their responsibilities in relation to health and safety decision making.

Options

3. The Head of Health, Safety and Wellbeing has been in post for two months. Part of this time has been spent gathering information by reviewing previous reports and documentation, speaking with colleagues across the organisation and recording observations of the physical site. This information contributes to a gap analysis exercise to identify priority areas for improvement and inform the long-term strategic health and safety plan.

An internal audit of the Barbican's health and safety management is planned for January/February 2025. This will provide additional insight into deficiencies and will help inform the health and safety plan.

All options will be considered in determining the strategic direction based on the data collated. Options including risk-based approach, cost/benefit etc will be part of the decision-making process for the Director's Group. The intention is to present the draft plan to the Committee for comment/approval circa three months after the audit results. Improvements are already underway and will continue throughout the drafting of the plan.

Proposals

4. As stated, the proposal is to present a draft strategic plan in Spring/Summer 2025.

This report is for information purposes and provides context to the current state of health and safety management. Funding for the three new health and safety roles has already been secured, as outlined earlier in this report. Any further resource implications or needs will be better understood and clarified once the gap analysis exercise has been completed and will be included in the draft plan.

Conclusion

5. In conclusion, the Barbican Centre is taking significant steps to address the gaps in its health, safety, and fire management systems, following a series of challenges and independent reviews. With the approval of funding for three new health and safety roles, including a Head of Health, Safety, and Wellbeing, the Centre is now in position to improve its overall safety culture and capabilities.

The ongoing safety maturity assessment and leadership training are key components in building a more robust safety framework. The development of a strategic health and safety plan, informed by a gap analysis and an internal audit, will ensure continuous improvements and will be submitted for approval in Spring/Summer 2025. These actions reflect a strong commitment to enhancing the safety and wellbeing of all stakeholders at the Barbican Centre.

Appendices

None

Megan Dewberry

Head of Health, Safety and Wellbeing

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