



People, Culture & Inclusion Committee of the Barbican Centre Board

Date: TUESDAY, 23 SEPTEMBER 2025

Time: 1.45 pm

Venue: CO-LAB SPACE, LEVEL 2, BARBICAN CENTRE, SILK STREET, EC2Y 8DS (VISITORS WISHING TO ACCESS THE PUBLIC MEETING PLEASE REPORT TO THE SILK STREET ENTRANCE)

Members: Tobi Ruth Adebekun, External Member (Chair)
Alderman Sir William Russell (Deputy Chairman)
Zulum Elumogo, External Member
Deputy Jaspreet Hodgson
Jens Riegelsberger
Jane Roscoe, External Member
Irem Yerdelen

Enquiries: Kate Doidge
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<https://www.youtube.com/@CityofLondonCorporation/streams>

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Ian Thomas CBE
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 THIS AGENDA**

3. **MINUTES**

To approve the minutes and non-public summary of the previous meeting held on 23rd June 2025.

For Decision
(Pages 5 - 8)

4. **PROGRESS UPDATE ON EXTERNAL MEMBER RECRUITMENT**

Report of the Interim CEO, Barbican Centre.

Note: Appendix 5 is Non-Public and can be found at Agenda Item 9.

For Information
(Pages 9 - 22)

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

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

7. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-Public Agenda

8. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the meeting previously held on 23rd June 2025.

For Decision
(Pages 23 - 26)

9. **NON-PUBLIC APPENDIX**

Non-Public Appendix to be read in conjunction with Agenda Item 4.

For Information
(Pages 27 - 36)

10. **PEOPLE, CULTURE & INCLUSION (PCI) QUARTERLY UPDATE**

Report of the Interim Deputy CEO and Director of People, Culture & Inclusion.

For Information
(Pages 37 - 60)

11. **NON-PUBLIC QUESTIONS IN RELATION TO MATTERS RELATING TO THE WORK OF THE COMMITTEE**

12. **ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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**PEOPLE, CULTURE & INCLUSION COMMITTEE OF THE BARBICAN CENTRE
BOARD
Monday, 23 June 2025**

Minutes of the meeting of the People, Culture & Inclusion Committee of the Barbican Centre Board held at Co-Lab Space, Level 2, Barbican Centre, Silk Street, EC2Y 8DS (Visitors wishing to access the public meeting please report to the Silk Street entrance) on Monday, 23 June 2025 at 1.45 pm

Present

Members:

Alderman Sir William Russell (Deputy Chairman)
Zulum Elumogo
Deputy Jaspreet Hodgson
Jens Riegelsberger
Jane Roscoe

Observer:

Despina Tsatsas

Officers:

David Farnsworth	- Interim CEO, Barbican Centre
Ali Mirza	- Interim Deputy CEO, Barbican Centre
Jackie Boughton	- Barbican Centre
Emma Green	- Barbican Centre
Nick Kapoutzis	- Barbican Centre
Harriet Usher	- Barbican Centre
Beau Vigushin	- Barbican Centre
Sarah Wall	- Chamberlain's Department
John Cater	- Town Clerk's Department

1. APOLOGIES

In advance of the meeting, formal apologies for absence were received from Tobi Ruth Adebekun and Irem Yerdelen.

In the absence of the Chair, Tobi Ruth Adebekun, the Deputy Chair, Alderman Sir William Russell, chaired the meeting.

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

There were no declarations.

3. MINUTES

RESOLVED – That the public minutes and non-public summary of the previous meeting, held on 8th January 2025, be approved as an accurate record.

4. **BOARD APPOINTMENT**

The Committee considered a Report of the Town Clerk concerning the re-appointment of Michael Asante to the Barbican Centre Board for a second three-year term.

RESOLVED – That the Committee endorsed the re-appointment of Michael Asante to serve as an external Member on the Barbican Centre Board for a second three-year term, commencing 1st August 2025, and concluding on 31st July 2028.

Separately, the Chair took the opportunity to inform the Committee that Despina Tsatsas would be stepping down from the Board after the Barbican Centre Board meeting on 17th July. Recruitment planning for Ms Tsatsas's successor had begun and this would take account of the Skills and Diversity Audit. The People, Culture and Inclusion Committee would lead on the appointment process with an endorsement then being submitted to the Board in due course. It was anticipated that the appointment would not require the use of external recruiters.

5. **BARBICAN EQUITY, DIVERSITY AND INCLUSION (EDI) STRATEGY UPDATE**

The Committee considered a Report of the Interim CEO, Barbican Centre concerning the progress of the Barbican's EDI strategy and associated action plans since the full Annual Update in January 2025.

RESOLVED – That the Committee:

- Recommends to the Barbican Board that it uses the feedback from the anti-racism training (appendix 1) to inform themes for reflection during the next Board away-day.
- Recommends to the Barbican Board that it embarks on an adapted version of the 90-minute people manager training module (practising scenarios) to strengthen their anti-racism leadership.
- Approved that the Committee continued to receive a separate EDI Strategy update report, annually rather than the current rate of twice a year, and receive high level EDI updates embedded as part of PCI strategy Reports.

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 was no other urgent business.

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 Schedule 21A of the Local Government Act.
9. **NON-PUBLIC MINUTES**
RESOLVED – That the non-public minutes of the previous meeting, held on 8th January 2025, be approved as an accurate record.
10. **PCI QUARTERLY UPDATE**
The Committee received a Report of the Interim CEO, Barbican Centre providing an update on several key initiatives shaping the Barbican Centre’s culture, workforce, and operations.
11. **BARBICAN OPTIMUM OPERATING MODEL**
The Committee received a Report of the Interim CEO, Barbican Centre concerning the Barbican Optimal Operating Model (BOOM).
12. **PCI STRATEGY & RESOURCING**
The Committee considered a Report of the Interim CEO, Barbican Centre concerning the Barbican’s People, Culture, and Inclusion Strategy.
13. **NON PUBLIC APPENDICES - BARBICAN EQUITY, DIVERSITY AND INCLUSION (EDI) STRATEGY UPDATE**
The Committee received the appendices to Item 5.
14. **NON-PUBLIC QUESTIONS IN RELATION TO MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no non-public questions.
15. **ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was one item of non-public business.
16. **CONFIDENTIAL MINUTES**
RESOLVED – That the confidential minutes of the previous meeting, held on 8th January 2025, be approved as an accurate record.

The meeting ended at 3.00 pm

Chairman

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

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City of London Corporation Committee Report

Committee(s): People, Culture & Inclusion (PCI) Subcommittee to the Barbican Centre Board – For decision	Dated: 23 September 2025
Subject: Progress update on External Member recruitment	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 	<ul style="list-style-type: none"> • Provides statutory duties • Provides business enabling functions
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
Report author:	David Farnsworth, Interim CEO

Summary

This paper provides a progress update on recruitment to the Barbican Board, the Barbican Renewal Working Group, and the Barbican Centre Trust.

Further work will be done to complete the appropriate Equalities Analyses to ensure that final decisions on the recruitment processes will be equitable and in line with our values.

Recommendation(s)

Members are asked to:

- To note progress to date on recruitment of an External Member to the Barbican Centre Board as set out below.

- To note the proposed recruitment process to the Barbican Renewal Working Group.

To note the update concerning recruitment to the Barbican Centre Trust

Main Report

Main Report

Background

Barbican Centre Board

1. The Barbican Centre Board is responsible for the activities and services of the Barbican Centre. The Barbican Centre was founded by the City of London Corporation, who remain the principal funder of the Barbican Centre and the activities which take place within and without its walls. The Board Terms of Reference (as approved in April 2025) can be found at Appendix 1.
2. The Board comprises of up to eight City of London Corporation Members and up to eight External Members, plus the Chair of the Barbican Centre Trust. The full membership can be found at Appendix 2.
3. At present, there is a vacancy among the External Members to be filled. Any new External Members to the Board must be approved by the Board, and at least two must be drawn from the arts world.

Barbican Centre Trust

4. The Barbican Centre Trust, established in 1985 by the Court of Common Council as a company limited by guarantee and a registered charity (no. 294282), supports fundraising for the Barbican Centre. While it operates independently from the City of London Corporation and has its own Board of Trustees, the Trust includes ex officio appointments such as the Chairman of the Barbican Centre Board and the Centre's CEO. It works in close partnership with the Barbican Centre, receiving support services and collaborating to achieve shared objectives.
5. Following the retirement of the previous Chair, the Trust currently has an Interim Chair. There is a need to recruit a new Chair, and four vacant Trustee positions.

Barbican Renewal Working Group

6. At their respective meetings on 8 May 2025, the Board and the Policy & Resources Committee agreed to establish a Working Group to support the Board in its key decision making around Barbican Renewal, given the scale of the buildings Renewal work at the Barbican over the next five years (noting that it is an advisory group, not a decision making body).

7. The Barbican Renewal Working Group's terms of reference can be found at Appendix 3. Recruitment is required to 3 external positions.

Skills and diversity needs

8. We centre our values and behaviours (Appendix 4 for noting) in all we do, including recruitment. A component of recruitment will be assessing candidates' alignment with our values and behaviours.
9. An audit of existing skills on the Barbican Board has been undertaken. This identified the most significant gap in skills is in the depth of experience in arts management and executive leadership skills in an arts organisation (Art Form Expertise, Arts Policy & Advocacy, Curatorial & Artistic Direction), Health & Safety, People – Human Resources, and Sustainability. The audit in full is attached as Appendix 5 (non-public).
10. Members have been asked to complete a Diversity Monitoring Form to help us gain a better understanding of diversity at all levels of the organisation, including the Board. This information will be useful to inform recruitment to the Board, Barbican Centre Trust, and Barbican Renewal Working Group.
 - 10.1. To date, two thirds of members have responded to this form. We need to have a full set of responses to better understand the data and trends. Members are asked to complete this if they have not yet done so.

Barbican Renewal Working Group

11. In line with the draft terms of reference in Appendix 3, the Barbican Renewal Working Group is a non-decision-making advisory body and therefore can be comprised of elected members, external members and officers, in consultation with the City Surveyor and Barbican Director for Buildings and Renewal. The recommended skillsets and experience required from External Members to the Working Group are as follows:
 - Architecture and Design, with a focus on Sustainability
 - Capital Planning and Procurement
 - Arts and Communications Leadership
 - International Perspective and Experience (desirable)

Any applicant should be able to demonstrate at least one of the first three skillsets. Appointments will be for a four-year term, in line with the City of London's standard

standing orders, with an annual review to ensure the balance of expertise on the group remains relevant.

Process and timeline

Barbican Centre Board

12. Our ambition is that recruitment to the Barbican Board will go live in November 2025 and will complete in time for approval of the successful candidate at the Board meeting on 28 January 2026. in alignment with the incoming permanent CEO's arrival at the Barbican. The recruitment process will be informed by the Equalities Assessment that will be undertaken (which will include analysis of the Diversity Monitoring Data once complete).

Barbican Renewal Working Group

13. External and Internal Member positions are required for the Barbican Renewal Working Group.
14. To ensure the necessary assurance and guidance is in place to support the programme, and to make recommendations to the Barbican Centre Board, when necessary, we will proceed with a targeted recruitment approach for internal members of the Working Group. Chairs of each respective committee will be invited to nominate representatives to serve on the Barbican Renewal Working Group. These nominations should reflect the mix of capabilities and experience required to support the programme effectively, whilst being mindful of our values and behaviours.
15. The ambition is to complete recruitment for the External Members to the Working Group by November 2025. The recruitment process will be informed by the Equalities Analysis and agreed by the Chair of the Barbican Board and Elected Member Deputy Chair of the Barbican Board (as per City of London Corporation governance).

Barbican Centre Trust

16. Given the work on the 10-Year Plan, which includes consideration of the best legal structure for the Barbican Centre, and given the incoming permanent CEO, recruitment of the new Barbican Centre Trust Chair and Trustees will be revisited at the beginning of 2026.

Strategic implications – Barbican governance supports not only the Barbican, but also the wider Corporation.

Financial implications – To be determined if recruitment will come with a financial cost (e.g. employing an agency or recruiter to support).

Resource implications – Recruitment will require resources. Exact nature to be determined.

Legal implications – A necessity to follow Equalities Analysis.

Risk implications – Given the visibility of the Barbican we may be subject to challenge if we do not follow good practice with recruitment.

Equalities implications – Will be worked through in detail through the Equalities Analyses.

Climate implications – None.

Security implications – None.

Appendices

- **Appendix 1:** Order of the Court of Common Council
- **Appendix 2:** September Board Terms and Expiry
- **Appendix 3:** Draft Barbican Renewal Working Group
- **Appendix 4:** The Barbican Way
- **Appendix 5:** Board Skills Audit (non-public)

David Farnsworth
Interim CEO, Barbican Centre

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KING, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Friday 25 th April 2025, doth hereby appoint the following Committee until the first meeting of the Court in April, 2026.
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BARBICAN CENTRE BOARD

1. **Constitution**

A Non-Ward Committee consisting of,

- Seven Members elected by the Court of Common Council for three-year terms, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment.
- Up to eight non-Common Council representatives appointed by the Board, of which at least two should be drawn from the arts world
- a representative of the Policy & Resources Committee
- the Chair of the Barbican Centre Trust (ex-officio)

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

The Board shall elect a Deputy Chair from the Members and the Board shall also elect a second Deputy Chair, appointed from the External Membership of the Board.

There is a maximum service limit of nine years, which shall apply to all Members (including ex-officio) not counting service as Chair or Deputy Chair.¹

2. **Quorum**

The quorum consists of any five Members, provided that Common Councillors are in the majority for the approval of the Budget, the appointment of External Members and the appointment of the Chief Executive Officer.

1. **Membership 2025/26**

- 6 (3) Munsur Ali
- 1 (1) Aaron Anthony Jose Hasan D'Souza *for one year*
- 6 (2) Tijs Broeke
- 2 (2) Sir Nicholas Stephen Leland Lyons, Alderman
- 2 (2) Anett Rideg
- 7 (1) Sir William Anthony Bowater Russell, Alderman
- 4 (1) Irem Yerdelen

Together with the Members and ex-officio Members referred to in paragraph 1 above, and:-

- | | | |
|-----------------------|---|---|
| Tobi Ruth Adebekun |) | |
| Michael Asante |) | |
| Stephen Bediako |) | |
| Zulum Elumogo |) | Up to eight non-Common Council Members appointed by the Board |
| Mark Page |) | |
| Professor Jane Roscoe |) | |
| Dr Jens Riegelsberger |) | |
| Despina Tsatsas |) | |

4. **Terms of Reference**

To be responsible for:-

- (a) the strategic direction, management, operation and maintenance of the Barbican Centre, having determined the general principles and financial targets within which the Centre will operate;
- (b) the appointment of the Chief Executive Officer of the Barbican Centre;
- (c) the Centre's contribution to the City of London Corporation's key policy priority, 'Increasing the impact of the City's cultural and heritage offer on the life of London and the nation', viz.:-
 - i) the provision of world-class arts and learning by the Centre for the education, enlightenment and entertainment of all who visit it, particularly through the delivery of its creative and cultural learning programmes; and
 - ii) the provision of access to arts and learning beyond the Centre;
- (d) the creation of enterprise and income-generating support for the Centre.

¹ Other than in specific cases approved by the Court of Common Council

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Board Terms: Membership and Expiry

* The Terms of Reference for the Board allow Members to serve over 9 years in specific cases if approved by the Court.

**Is currently, or has previously held, the position of Chairman / Deputy Chairman of the Board, which does not count toward their years of service, and is considered in their total years of service.

Members' Name	Expiry of current term	Length of current term & dates of appointment	Complete years' service as of September 2025 ¹	Eligible for reappointment when term expires? *
Court of Common Council Members				
Alderman Sir William Russell (Chairman)	April 2028	3 years (appointed April 2019, April 2022 and April 2025)	3**	Yes, two terms remain**
Tijs Broeke (Deputy Chairman)	April 2027	3 years (appointed April 2021 and April 2024)	2**	Yes, two terms remain**
Munsur Ali	April 2026	3 years (appointed April 2020 and April 2023)	5	Yes, one term remains
Alderman Sir Nicholas Lyons	April 2027	3 years (appointed April 2024)	1	Yes, two terms remain
Anett Rideg	April 2027	3 years (appointed April 2024)	1	Yes, two terms remain
Irem Yerdelen	April 2028	3 years (appointed April 2022 and April 2025)	4	Yes, one term remains
Aaron D'Souza	April 2026	1 year (appointed April 2025)	1 (in first term)	Yes, two terms (?) remains
Jaspreet Hodgson	May 2025 (Annual P&R Appointment)	1 year (Annual P&R Appointment)	2	N/A
Robert Glick (Ex-Officio)	N/A	BCT Chair appointment – Interim BCT Chair from August 2025	N/A	N/A
External Members				
Stephen Bediako	September 2027 (third term)	3 Years (appointed Sept 2018, Sept 2021 and Sept 2024)	7 years	No, no terms remaining.
Zulum Elumogo	March 2026 (second term)	3 Years (appointed July 2020 and March 2023)	5 years	Yes, one term remains
Mark Page	March 2027 (second term)	3 Years (appointed March 2021 and March 2024)	4 years	Yes, one term remains
Professor Jane Roscoe	March 2027 (second term)	3 Years (appointed March 2021 and March 2024)	4 years	Yes, one term remains
Dr Jens Riegelsberger	March 2027 (second term)	3 Years (appointed March 2021 and March 2024)	4 years	Yes, one term remains
Tobi Ruth Adebekun (External Deputy Chairman)	September 2027 (second term)	3 Years (appointed Sept 2021 and Sept 2024)	4 years	Yes, one term remains
Michael Asante	July 2028 (second term)	3 Years (appointed July 2022 and July 2025)	3 years	Yes, one term remains
Vacancy				

¹For City of London Corporation Members, these terms are counted from the day of appointment from the Court of Common Council in April (excepting the appointment of the Member from P&R, which is an annual appointment).

For External Members, the number of terms is counted from the confirmation of the appointment from the Board.

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Terms of reference

Draft Barbican Renewal Working Group

Composition

- Chair and Deputy Chair of the Barbican Centre Board
- Up to two further Members of the Barbican Centre Board
- Chair of Policy and Resources Committee or their nominee
- The Policy and Resources Committee Representative on the Barbican Centre Board (or another representative from P&R)
- 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.

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::

- (a) Providing strategic support to the Senior Responsible Officer (SRO) where advice and counsel is sought, in accordance with the relevant agreed strategies;
- (b) Providing advice to the SRO on significant option development and key policy choices;
- (c) oversight of the options analysis for the Exhibition Halls, making a final recommendation to the Barbican Centre Board and Policy and Resources Committee;
- (d) Monitoring the risks, budget, and progress against agreed milestones (referring matters to the Barbican Centre Board, recommending the escalation of issues as required; and
- (e) SROs are authorized to release of the City of London Corporation's funding that is within budget and their Delegated Authority limits, without recourse to the working group, however SROs and officers must inform the Working

Group of any major decision taken.

The Barbican Renewal Working Group will meet monthly or ad hoc..

The working group will not be acting as the "Service/Spending Committee" in line with the Projects Procedure and Procurement Code.

Our Values

barbican

Inclusive

We recognise that a commitment to inclusion – and specifically to anti-racism – is critical to our organisation's future health and success.

We are committed to building and championing diverse artistic programmes, audiences and teams and we recognise the connection between them.

We are kind to ourselves and to others and we make space for everyone; we ensure all voices are heard and treated with respect.

Sustainable

We reflect on our priorities to ensure that we target our time and resources carefully.

Everyone supports the Barbican as an enterprise, contributing to fund raising and income generation and managing costs carefully.

Everyone contributes to the organisation's environmental programme; climate responsibility is embraced in all our work.

Connected

We belong to one staff community, working together and supporting each other.

We embrace the many communities of which we are a part – our creative associates, our neighbours, our local communities, the City of London and our wider London, national and international creative communities.

We are committed to advancing the interests and wellbeing of these communities.

Daring

We are curious; we show humility, ask questions and we are open to learning from others, including our various communities.

We are ambitious and enterprising, pushing boundaries and enabling connections.

We take calculated risks to ensure that the Barbican continues to evolve, sharing and scaling innovation across the organisation.

Joyful

We are hopeful that by creating space for fun, being part of the Barbican community will become a positive, life-changing experience for all.

We recognise that co-creation is essential to our future and we encourage opportunities for everyone to contribute.

We are passionate and celebrate successes.

The Barbican Way

Our Behaviours

barbican

Inclusive

We actively listen and engage in inclusive dialogues.

We recognise and value the diverse perspectives of colleagues and audiences.

We support a culture of belonging by ensuring all voices are heard and respected and needs are met.

Sustainable

We understand how our work contributes to strategic shared goals and impacts others.

We advocate for sustainable and financially viable solutions in daily operations and decision-making.

We take personal responsibility to promote long-term organisational and environmental health.

Connected

We foster collaboration by sharing knowledge and experiences openly.

We build meaningful relationships across teams, and with our artists, partners, and audiences.

We actively participate in opportunities to connect across boundaries.

Daring

We embrace creativity and innovation in everyday tasks.

We are open to new ideas and take thoroughly evaluated, calculated risks to drive progress.

We show openness in addressing challenges and offering solutions.

Joyful

We celebrate team and individual achievements with enthusiasm.

We bring positivity and gratitude to interactions with colleagues and audiences

We find moments to create and share joy, enhancing the workplace atmosphere and the audience experience.

The Barbican Way

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