



## Board of Governors of the City of London Freemen's School

**Date:** MONDAY, 2 JULY 2012

**Time:** 11.00am

**Venue:** CITY OF LONDON FREEMEN'S SCHOOL, ASHTEAD PARK, SURREY,  
KT21 1ET

**Members:**

Deputy John Bennett (Chairman)	Sir Clive Martin, (co-opted)
Roger Chadwick (Deputy Chairman)	Douglas Mobsby, (co-opted)
Michael Bramwell, (co-opted)	Elizabeth Rogula
John Brewster	Deputy Dr Giles Shilson, (ex-officio)
Deputy Robin Eve	John Spanner
Alderman Alison Gowman	Angela Starling
Brian Harris	Cllr Chris Townsend, (co-opted)
Michael Hudson	Alderman John White, (ex-officio)
Vivienne Littlechild	Alderman and Sheriff Alan Yarrow
Anthony Llewelyn-Davies	

**Enquiries:** Gemma Goulding  
tel. no.: 020 7332 1427  
[gemma.goulding@cityoflondon.gov.uk](mailto:gemma.goulding@cityoflondon.gov.uk)

Lunch will be served in Guildhall Club at the rising of the Committee

**Chris Duffield**  
Town Clerk and Chief Executive

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**
2. **DECLARATIONS BY GOVERNORS OF ANY PERSONAL AND PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA**
3. **MINUTES**  
To agree the public minutes and summary of the meeting held on 30 April 2012 (copy attached).  

**For Decision**  
(Pages 1 - 8)
4. **MINUTES OF THE FINANCE, GENERAL PURPOSES AND ESTATES SUB-COMMITTEE**  
To receive the public minutes and summary of the meeting held on 30 May 2012 (copy attached).  

**For Information**  
(Pages 9 - 14)
5. **MINUTES OF THE ACADEMIC AND EDUCATION SUB COMMITTEE**  
To receive the public minutes and summary of the meeting held on 30 May 2012 (copy attached).  

**For Information**  
(Pages 15 - 18)
6. **REVIEW OF THE GOVERNANCE ARRANGEMENTS IMPLEMENTED IN 2011**  
Report of the Town Clerk (on behalf of the Post Implementation Governance Review Working Party) (copy attached).  

**For Decision**  
(Pages 19 - 30)
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**

To consider the resolution excluding the Public in respect of those items containing exempt information:-

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 Section 12A if the Local Government Act.

<u>Item No.</u>	<u>Exemption Paragraph(s)</u>
10	1, 2, 3 & 4
11	1, 2 & 3
12	2 & 4
13	3
14	3 & 4
15	1 & 3
16	1
17	1
18	2
19	-
20	-

## **Part 2 - Non-Public Agenda**

10. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 30 April 2012 (copy attached).

**For Decision**  
(Pages 31 - 38)

11. **MINUTES OF THE FINANCE, GENERAL PURPOSES AND ESTATES SUB-COMMITTEE**

To receive the non-public minutes of the meeting held on 30 May 2012 (copy attached).

**For Information**  
(Pages 39 - 44)

12. **MINUTES OF THE ACADEMIC AND EDUCATION SUB COMMITTEE**

To receive the non-public minutes of the meeting held on 30 May (copy attached).

**For Information**  
(Pages 45 - 50)

13. **REVIEW OF BURSARY GUIDELINES**

Joint report of the Chamberlain and the Headmaster of the City of London Freeman's School (copy attached).

**For Decision**

(Pages 51 - 74)

14. **MASTER PLAN UPDATE**  
The City Surveyor to be heard.

**For Information**

15. **ARREARS OF FEES**  
Report of the Bursar of the City of London Freemen's School (copy attached).

**For Decision**  
(Pages 75 - 76)

16. **HEAD OF JUNIOR SCHOOL REPORT**  
Report of the Head of the Junior School, City of London Freemen's School (copy attached).

**For Information**  
(Pages 77 - 84)

17. **HEADMASTER'S REPORT**  
Report of the Headmaster of the City of London Freemen's School (copy attached).

**For Information**  
(Pages 85 - 128)

18. **REVIEW OF SCHOOL POLICIES**  
To review the 'Child Protection Policy' and the 'Whole School Behaviour Policy' (copies attached).

**For Decision**  
(Pages 129 - 146)

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

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

## BOARD OF GOVERNORS OF THE CITY OF LONDON FREEMEN'S SCHOOL

30 APRIL 2012

### MINUTES OF THE MEETING OF THE BOARD OF GOVERNORS OF THE CITY OF LONDON FREEMEN'S SCHOOL HELD AT THE CITY OF LONDON, FREEMEN'S SCHOOL ASHTEAD PARK, SURREY, KT21 1ET ON 30 APRIL 2012 AT 11.00AM.

#### **Present:**

#### **Members:**

Deputy John Bennett	Anthony Llewelyn-Davies
Michael Bramwell (co-opted)	Sir Clive Martin (co-opted)
John Brewster	Douglas Mobsby (co-opted)
Roger Chadwick	Sylvia Moys (ex-officio)
Deputy Robin Eve	John Spanner
Alderman Alison Gowman (in the Chair)	Angela Starling
Brian Harris	Cllr Chris Townsend (co-opted)
Vivienne Littlechild	

#### **Officers:**

Gemma Goulding	- Town Clerk's Department
Dan Hooper	- Town Clerk's Department
Chrissie Morgan	- Director of Corporate HR
Steve Telling	- Chamberlain's Department
Murray Craig	- Clerk to the Chamberlain's Court
Peter Snowdon	- City Surveyor's Department
Mark Lowman	- City Surveyor's Department
Philip MacDonald	- Headmaster, City of London Freeman's School
Richard Alton	- Second Deputy, City of London Freeman's School
Vicky Buckman	- Deputy Head, City of London Freeman's School
Mark Beach	- Head of Junior School, City of London Freeman's School
Yvette Dunne	- Bursar, City of London Freeman's School

#### **1. APOLOGIES**

Apologies for absence were received from Alderman & Sheriff Alan Yarrow, Deputy the Reverend Stephen Haines (ex-officio), Michael Hudson and Elizabeth Rogula.

#### **2. DECLARATIONS BY MEMBERS OF ANY PERSONAL AND PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA**

Deputy Robin Eve declared a personal but non-prejudicial interest on the basis of his membership of and connections with the Old Freeman's School Association (OFA).

Councillor Chris Townsend declared a personal but non-prejudicial interest in relation to agenda item 16 stating that he was currently appointed and serving as an elected representative of Mole Valley District Council.

**3. ORDER OF COMMON COUNCIL**

Governors received the Order of the Court of Common Council, 19 April 2012, appointing the Board of Governors of the City of London Freemen's School for 2012/13 and setting its Terms of Reference.

**RECEIVED.**

**4. ELECTION OF CHAIRMAN**

The Committee proceeded to elect a Chairman in accordance with Standing Order No. 29.

The Town Clerk reminded Governors that their immediate past Chairman, Deputy John Bennett, had received the approval of the Court of Common Council (8 March 2012) to stand for election as Chairman of this Board for a fourth and final year and went on to read a list of those Governors eligible to stand. Deputy John Bennett, being the only Governor expressing a willingness to serve as Chairman, was duly elected for the ensuing year and took the Chair.

**5. ELECTION OF DEPUTY CHAIRMAN**

The Committee proceeded to elect a Deputy Chairman in accordance with Standing Order No. 30.

The Town Clerk read a list of those Governors eligible to stand and Roger Chadwick, being the only Governor expressing a willingness to serve as Deputy Chairman, was duly elected for the ensuing year.

**6. MINUTES**

The public minutes and summary of the meeting held on 30 January 2012 were approved and agreed as a correct record.

**MATTERS ARISING**

**Member Criminal Record Bureau Checks** (page 2) – In response to a question, the Director of HR reported that staff were currently looking at whether or not potential legislative changes would now overtake this report and, as such, the matter had now been deferred for the time being.

**7. APPOINTMENT OF BURSARY AND SUB-COMMITTEES**

The Board considered a report of the Town Clerk relative to the appointment of the Board's Bursary Committee and two sub-committees, their composition and terms of reference.

**RESOLVED** – That, the composition and terms of reference of the Board's Bursary and two sub Committees be approved and that they be appointed as follows for 2012/13:

**Bursary Committee**

Deputy John Bennett (as Chairman)

Roger Chadwick (as Deputy Chairman)

Michael Bramwell (co-opted)  
Deputy Robin Eve  
Vivienne Littlechild  
Anthony Llewelyn-Davies  
Douglas Mobsby (co-opted)

**Finance, General Purposes and Estates Sub Committee:**

Deputy John Bennett (as Chairman)  
Roger Chadwick (as Deputy Chairman)  
Brian Harris  
Vivienne Littlechild  
Anthony Llewelyn-Davies  
Douglas Mobsby (co-opted)

**Academic and Education Sub Committee:**

Deputy John Bennett (as Chairman)  
Roger Chadwick (as Deputy Chairman)  
Alderman Alison Gowman  
Anthony Llewelyn-Davies  
Sir Clive Martin (co-opted)

**8. APPOINTMENT OF AGBIS REPRESENTATIVE**

The Board proceeded to appoint their AGBIS representative for the ensuing year.

**RESOLVED** – That, as the only Governor expressing an interest in serving in this capacity, Mr Douglas Mobsby be re-appointed as the Board's AGBIS representative for the ensuing year.

**9. REVIEW OF FREEDOM FEES**

The Board received a report of the Chamberlain relative to a review of current Freedom fees.

In introducing the report, and in response to a question raised in advance of this meeting, the Chamberlain reported that the Comptroller and City Solicitor had advised, unequivocally, that it was perfectly legal for the City Corporation to charge a separate administration fee in addition to the standard freedom fees.

Governors went on to discuss the report at length and were disappointed to see no substantial increase in the fees due to the City of London Freemen's School, given that these had not been reviewed for some 18 years. Many Governors were of the view that the large majority of any proposed increase should, morally, be retained by the School's Foundation Scholarship Fund.

Governors went on to refer to the huge publicity generated by various high-profile/'celebrity' Freedom ceremonies in past years and highlighted the advantages for the City of London Corporation as a result of these. It was felt that an increase in fees solely to cover administration would be counter-productive.

In response to questions, the Clerk to the Chamberlain's Court stated that he felt that the proposed level of increase to the freedom fees was relatively modest and that, as such, he did not feel that this would deter people from applying for the Freedom of the City in similar numbers in future years.

Governors suggested that the 'separating out' of the freedom fees and an additional administration fee would be 'bemusing' to applicants and stated that, instead, just one figure should be shown to those applying, with the Chamberlain then claiming a certain amount back from the School as a 'recharge' each year. The point was also made that all future literature and freedom application forms would have to be amended to highlight the fact that the full fee was no longer donated to the Freeman's Foundation Scholars and that there was now a separate administration charge.

The Deputy Chairman stated that the School would receive an additional £3,400 per annum from the proposed increases and also reminded Governors of the contribution made to the School by the City of London each year which was in the order of £1.5 million. He highlighted that what was being proposed by the Chamberlain was not a saving but rather a recovery of costs. He agreed that presenting just one figure to future applicants with the Chamberlain then 'recharging' the School for costs incurred in the administration of future ceremonies would be a better approach.

The Board noted that, whilst the proposed increase would have some benefit for the School, it was disappointing that more could not have been allocated to the Foundation Scholarship Fund. It was therefore proposed that the Finance Committee be asked to consider 'rounding up' the proposed freedom fee increase from £42 to £45 for redemption through a company, patrimony through or without a company and servitude through or without a Company with this additional £3 all attributed to the City of London Freeman's School.

The Board wished to place on record their disappointment with this report and the proposed minimal increase to the City of London Freeman's School.

#### **10. CO-OPTED GOVERNOR VACANCIES**

The Chairman was heard relative to the two co-opted Governor vacancies on the Board.

Governors were informed that, to date, the Headmaster and the Chairman had been unable to identify a replacement for Rodney Fox on the Board and stated that they were, ideally, seeking someone with an academic background with experience of either secondary or tertiary education. The Chairman wished to thank Sir Clive Martin for his suggestions regarding suitable candidates to date.

The Headmaster stated that he had approached HMC colleagues who were due to retire but reported that time, distance and the increasing commitment required from Governors was proving to be a difficulty.



The Headmaster reported that a local HMC Head teacher was a future possibility as was the parent of a past pupil who also had strong City and Livery links.

A Governor suggested that Old Freemen might be approached. Another Governor commented that they would like to see an increase in female representatives on the Board and also suggested that the Guild of Educators also be approached for potential co-opted Governors.

The Chairman concluded by saying that he and the Headmaster would continue in their efforts to identify suitable replacement candidates and would report back to the Board on this matter in due course.

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

### **Leavers' Bibles**

A Governor commented that he was surprised to learn that pupils leaving the School in the Upper Fifth and choosing not to stay on at Sixth Form were no longer receiving School bibles as a leaving gift, given that some of these pupils may have attended the School for some 8-9 years at this stage. He stated that it was his understanding that these pupils had always received the leavers' bible and that they should also be invited to attend the leavers' service.

The Headmaster stated that the leavers' bibles were a gift from Governors and that it could be argued that, if these were given to pupils leaving the Upper Fifth, they should be given to those leaving at other stages too. He added that staff were also not always aware in advance of those who would be leaving at the end of the Upper Fifth as decisions were often based on GCSE results. He added that some of those who left at Upper Fifth also chose to return to the Sixth Form if they were not satisfied with their choices elsewhere. In terms of inviting those pupils leaving at Upper Fifth to attend the Leavers Ceremony, the Headmaster highlighted that there were timing issues with this.

The Governor put it to the Board that, as the bibles were gifts from Governors, they should re-commence the issuing of these to those pupils leaving the School at the end of the Upper Fifth.

The Chairman was of the view that there were two clear 'milestones' at which the leavers' bibles should be awarded, at post-GCSE and post A-Level. He asked the Headmaster to look at the logistics of this and to find an appropriate occasion at which the leavers' bibles could be issued to those leaving in the Upper Fifth.

**RESOLVED** – That those pupils leaving the School in the Upper Fifth be awarded with Leavers' bibles as had been the practice previously.

## **12. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There were no additional, urgent items of business for consideration.

**13. 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 12A of the Local Government Act.

<u>Item No</u>	<u>Exempt Paragraphs</u>
14	1,2, 3 & 4
15	1 & 3
16	3
17	3
18	1 & 3
19	1 & 3
20	1 & 3
21	1
22	-
23	-

**SUMMARY OF MATTERS CONSIDERED WHILST  
THE PUBLIC WERE EXCLUDED**

**14. NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 30 January 2012 were approved and agreed as a correct record.

**\*\* VICKY BUCKMAN, RICHARD ALTON AND MARK BEACH WITHDREW FROM THE MEETING WHILST THE FOLLOWING ITEM WAS CONSIDERED \*\***

**15. PAY CLAIM – TEACHING STAFF**

The Board considered and approved a report of the Director of Human Resources relative to the teaching staff pay claim for 2012/13.

**16. MASTER PLAN UPDATE - GATEWAY 4C REPORT – PHASE 1 WORKS**

The Board considered and approved a late, separately circulated report of the City Surveyor updating Governors on the progress made since June 2011 with respect to Design Team selection, design layouts for both the Music School and Boarding House, Planning Approvals granted to date and Contractor selection.

**\*\* IN ACORDANCE WITH STANDING ORDER NO. 40, THE BOARD AGREED, AT THIS POINT, TO EXTEND THE MEETING BEYOND THE ALLOTTED 2 HOUR TIME FRAME \*\***

**17. LETTINGS ANNUAL REPORT FOR 2011/2012**

The Board considered and approved a report of the Headmaster of the City of London Freeman’s School informing Governors of the income generated from the letting of school facilities for the period April 2011 to March 2012.

**18. ARREARS OF FEES**



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## FINANCE, GENERAL PURPOSES AND ESTATES SUB-COMMITTEE OF THE BOARD OF GOVERNORS OF THE CITY OF LONDON FREEMEN'S SCHOOL

Wednesday, 30 May 2012

**Minutes of the meeting of the Finance, General Purposes and Estates Sub-Committee of the Board of Governors of the City of London Freeman's School held at City of London Freeman's School, Ashtead Park, Surrey, KT21 1ET on Wednesday, 30 May 2012 at 11.00am**

### **Present**

#### **Members:**

Deputy John Bennett (Chairman)  
Brian Harris

Anthony Llewelyn-Davies

#### **Officers:**

Gemma Goulding	- Town Clerk's Department
Daniel Hooper	- Town Clerk's Department
Mark Lowman	- City Surveyor's Department
Philip Macdonald	- Headmaster, City of London Freeman's School
Yvette Dunne	- Bursar, City of London Freeman's School
Vicky Buckman	- Deputy Head, City of London Freeman's School
Richard Alton	- Second Deputy, City of London Freeman's School
Mark Beach	- Head of Junior School, City of London Freeman's School
Laura Morrison	- Chairman, Old Freeman's Association
Pat Jenkins	- Secretary, Old Freeman's Association
David Horne	- Treasurer, Old Freeman's Association
Robert Austin	- Old Freeman's Association

### **1. APOLOGIES**

Apologies for absence were received from Roger Chadwick (Deputy Chairman) and Vivienne Littlechild.

### **2. DECLARATIONS BY MEMBERS OF ANY PERSONAL AND PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA**

There were no declarations of interest.

### **3. MINUTES**

The public minutes and summary of the meeting held on 13 January 2012 were approved and agreed as a correct record.

### **4. OFA DISCUSSIONS RE: OFA CLUBHOUSE**

The Chairman welcomed OFA representatives to the Sub Committee meeting to discuss the future of the OFA Clubhouse. He reported that discussions around the OFA Clubhouse had now been delegated to this Sub Committee by

the main Board. He went on to underline that Governors were keen to work with the OFA as much as possible given that the organisation was viewed by all as an integral part of School life. The Chairman invited the Headmaster to summarise discussions around the Clubhouse to date.

The Headmaster reported that there had been two separate sets of discussions between the School and the OFA on this matter. The first had centred around the School possibly sharing changing facilities within a new Clubhouse to be built on the current site. Plans for this had been drawn up with the School contributing to the costs of this but, for technical reasons and, due to cost, this was not an option that the School felt could be progressed. The second set of discussions had taken place via a Working Party which the Board of Governors had called for and these discussions had centred around a shared facility for the OFA within the proposed new Swimming Pool complex. These shared facilities would be paid for by the School, would incorporate some social facilities and would recognise the memorial nature of the Clubhouse. Changing room facilities could also be shared and could be provided for within the new facilities proposed in the first stage of the Master Plan works. The Headmaster recognised that these discussions had been, in a sense, hypothetical, given that detailed plans for a new Swimming Pool complex were yet to be produced. The OFA therefore were unwilling to proceed with this approach.

The Chairman underlined that today was an opportunity for OFA representatives to meet with Governors face to face and to discuss their concerns and uncertainties about the future of their facilities. He reiterated that plans for the Swimming Pool complex, to be constructed in 5 year's time were still very fluid at present but it was, nevertheless, felt that a shared facility within this new complex was a satisfactory way forward in the long term.

The Chairman of the OFA stated that it was difficult to present any plans for a shared facility to her members in the absence of any plans or dimensions. The Treasurer of the OFA stated that the Association would be happy to consider any proposals as long as the shared facilities on offer at least matched those that were already available to OFA members.

OFA representatives went on to question why the lease for the current site could not be extended. The Chairman underlined that future plans for this site were not yet concrete. Other Governors underlined the fact that the site was not owned by the School but by the City of London Corporation and that any long term plans would therefore need the approval of the Property Investment Board and the full Court of Common Council.

Discussions around the future of the OFA Clubhouse continued and the following points were made:

- Any decisions reached must be for the future good of the School;
- The OFA disputed that they were an 'outside organisation' and asked not to be referred to as such;
- A Governor pointed out that the Court of Common Council would be very reluctant to do a 'special deal' for the OFA and grant them a lease of 30 years plus for the current site;

- The OFA originally held the freehold of the land for the current site and returned this to the City of London as a gesture of goodwill many years ago;
- The Headmaster stated that traffic flow and parking would be an integral part of the on-going Master Plan works and that this could possibly impinge upon the current Clubhouse site;
- Governors pointed out that a longer term issue, as highlighted within the Conservation Management Plan, was how much more development would be permissible on the School site as a whole. The current site of the Clubhouse may well, therefore, be required for the Schools needs in future years although there were no plans for this at the present time;
- In response to a question, the Chairman assured OFA representatives that outline planning permission for all phases of the Master Plan works had been granted by Mole Valley District Council. He reported that the new Swimming Pool building would house a 25 metre, 6 lane pool, a larger plant, more spectator areas and additional hospitality suites which could be used as the proposed 'shared facility';
- A Governor, who was also a member of the City's Property Investment Board warned that this Board would be likely to reject a long lease for the current site even if this was to be recommended to them by this Board of Governors;
- An OFA representative stated that he would welcome the opportunity to meet informally with Governors and planners on site to discuss any outstanding issues before the option of a shared facility was re-visited;
- OFA representatives commended the Master Plan works and underlined their desire to continue to work with the Board of Governors to find an acceptable way forward;
- The Chairman stated that he felt that a meeting with Mole Valley would be premature at this time as local planners had only seen outline plans for the whole of the works and detailed 'Phase I' plans at this stage. He urged patience on this given that subsequent plans had not yet been considered in detail;
- The OFA sought assurances that, if this issue were not resolved at the conclusion of their new 5 year lease (2017) this would be extended. The Chairman stated that there was no question that the School and the Board of Governors wanted the OFA to remain on this site.

The Headmaster stated that, whilst future phases of the Master Plan works could not be pre-judged at this stage it was hoped that things would become clearer in the next few years. He underlined the fact that all were committed to the continued presence of the OFA on the School site.

OFA representatives reported that the OFA had now signed a new 5 year lease for the current site and that a re-decoration and repairs programme was now underway.

The Chairman undertook to continue to keep the OFA informed as to the progress of the Master Plan works and future planning applications. He stated that the Board's key focus at this stage was securing planning permission for 'Phase I' of the Master Plan works in order to adhere to the original timetable set out.

An OFA representative questioned the improvements to the car park area featured within the application currently on the MVDC website. He stated that the proposal to introduce a layby for 5 minibuses would directly affect the Clubhouse on its current site and questioned why the OFA had not been

consulted on or advised of this in advance. The Bursar reassured the OFA that this was not a parking area and stated that all had been invited to a public consultation meeting on these plans in advance of them being submitted to Mole Valley.

The Chairman thanked OFA representatives for attending the meeting and stated that, whilst many questions were still unanswerable at this stage, he hoped that they had found this useful.

The OFA requested copies of the minutes of this discussion in due course.

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

There were no questions.

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

There were no additional, urgent items of business for consideration.

**7. 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 12A of the Local Government Act.

<u>Item No</u>	<u>Exempt Paragraphs</u>
8	1, 2 & 3
9	1, 2 & 3
10	1 & 3
11	3
12	1 & 3
13	1 & 3
14	-
15	-

**8. MINUTES**

The non-public minutes of the meeting held on 13 January 2012 were approved and agreed as a correct record.

**9. MASTER PLAN UPDATE AND RISK REGISTER FOR 'PHASE I' WORKS**

The Sub Committee received a report of the City Surveyor relative to recent developments on the Master Plan Works and a 'Phase I' Risk Register.

**10. ARREARS OF FEES**

The Sub Committee considered and approved a report of the Bursar which provided Governors with an update on current arrears of fees and direct debit payments.

**11. FINANCIAL PERFORMANCE/SUMMARY**

The Sub Committee received a report of the Bursar providing Governors with a Financial Summary for the year ended 13 March 2012.



12. **CLFS FEES AUDIT - MEMBERS' BRIEFING AND REMEDIAL ACTION**  
The Sub Committee received a report of the Headmaster detailing the findings of a recent Internal Audit and the remedial action taken by the School.
13. **PROGRESS REPORT ON THE SCHOOL DEVELOPMENT OFFICE AND FUTURE PLANS**  
The Headmaster was heard relative to the work of the Development Office to date and plans for the future.
14. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions in the non-public session.
15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**  
The Chairman updated Governors on recent discussions around 'Freedom Fees'.

**The meeting closed at 12.30pm**

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Chairman

**Contact Officer: Gemma Goulding**  
**tel. no.: 020 7332 1427**  
**[gemma.goulding@cityoflondon.gov.uk](mailto:gemma.goulding@cityoflondon.gov.uk)**

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## ACADEMIC & EDUCATION SUB COMMITTEE OF THE BOARD OF GOVERNORS OF THE CITY OF LONDON FREEMEN'S SCHOOL

Wednesday, 30 May 2012

Minutes of the meeting of the Academic & Education Sub Committee of the Board of Governors of the City of London Freeman's School held at City of London Freeman's School, Ashted Park, Surrey, KT21 1ET on Wednesday, 30 May 2012 at 2.00pm

### **Present**

#### **Members:**

Deputy John Bennett (Chairman)  
Alderman Alison Gowman

Anthony Llewelyn-Davies  
Sir Clive Martin

#### **Officers:**

Gemma Goulding	- Town Clerk's Department
Daniel Hooper	- Town Clerk's Department
Philip Macdonald	- Headmaster, City of London Freeman's School
Vicky Buckman	- Deputy Head, City of London Freeman's School
Richard Alton	- Second Deputy, City of London Freeman's School
Matthew Close	- Head of Sixth Form, City of London Freeman's School
Evelyn Guest	- Head of Upper School, City of London Freeman's School
Mark Beach	- Head of Junior School, City of London Freeman's School

### **1. APOLOGIES**

Apologies for absence were received from Roger Chadwick (Deputy Chairman).

### **2. DECLARATIONS BY MEMBERS OF ANY PERSONAL AND PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA**

There were no declarations.

### **3. MINUTES**

The public minutes and summary of the meeting held on 13 January 2012 were approved and agreed as a correct record.

### **MATTERS ARISING**

**Governor Training** (page 1) – In response to a question, the Deputy Head was pleased to report that all Governor Training and Development Questionnaires had now been completed and returned to her. She added that several Governors had now also continued to add to their records and had notified her of recent training they had undertaken personally.

4. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

There were no questions.

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

There were no additional, urgent items of business for consideration.

6. **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 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 as follows:-

<b>Item No.</b>	<b>Exempt Paragraphs</b>
7	2 & 4
8	2
9	2
10	2
11	-
12	-

7. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 13 January 2012 were approved and agreed as a correct record.

8. **CURRICULUM 2012 - ENRICHMENT AFTERNOON DRAFT PLAN**

The Sub Committee received a report of the Headmaster of the City of London Freemen's School relative to the Curriculum 2012 – Enrichment Afternoon Draft Plan.

9. **GOVERNOR REVIEW OF SCHOOL POLICIES**

The Sub Committee considered and approved both the Child Protection and the Whole School Behaviour policies.

10. **ISI INSPECTION UPDATE**

The Sub Committee received a report of the Headmaster of the City of London Freemen's School providing Governors with an Update regarding Inspection Arrangements and Preparations.

11. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

There were no questions raised in the non-public session.

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

The Board discussed future Governor Training opportunities.

**The meeting closed at 3.25pm**

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Chairman

**Contact Officer: Gemma Goulding**  
**tel. no.: 020 7332 1427**  
**[gemma.goulding@cityoflondon.gov.uk](mailto:gemma.goulding@cityoflondon.gov.uk)**

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Committee(s):	Date(s):
Subject: Review of the Governance Arrangements implemented in 2011	Public
Report of: Town Clerk (on behalf of the Post Implementation Governance Review Working Party)	For Decision

### Summary

The Court has agreed that a Working Party should be established to undertake a post-implementation review of the revised governance arrangements agreed in March 2011 after twelve months of their operation, to take stock of the new governance arrangements and how they are working.

The purpose of this report, prepared on behalf of the Working Party, is to seek comments, if any, from each Committee on the governance arrangements introduced last year and the impact that they may have had on the operation of your Committee.

**Recommendation:** It is recommended that this Committee considers whether it wishes to make any representations to the Working Party on the revised governance arrangements in so far as it affects this Committee.

### Main Report

#### **Background**

1. The Court has agreed that a Working Party should be established to undertake a post-implementation review of the revised governance arrangements agreed in March 2011 after twelve months of their operation, to take stock of the new governance arrangements and how they are working.
2. For the purposes of clarification, this review is not, therefore, in relation to any new governance initiatives but is restricted to considering the operation and effectiveness of the revised arrangements implemented last year. A summary of the revised governance arrangements is contained Appendix A.

#### **Views on the Governance Arrangements**

3. The Working Party has agreed that the most effective and inclusive way of identifying whether there are any issues arising out of the operation of the revised arrangements is to seek the views of the various City Corporation Committees and all Members of the Court individually. This will enable

comments to be expressed in the context of the operation of the various Committees (including observations from non-City Corporation Members) and will also allow all Members to have their say individually and raise any points; all of which will help to inform the work of the Working Party.

4. The purpose of this report is to seek a view on whether any representations should be made to the Working Party on the revised governance arrangements in so far as they affect this Committee. All of the views expressed will be collated and submitted to a further meeting of the Working Party in September.

**Background Papers:**

Summary of the revised governance arrangements agreed by the Court of Common Council in March 2011.

**Appendix A: Summary of the revised governance arrangements**

**Contact:**

*Simon Murrells* |  
*simon.murrells@cityoflondon.gov.uk* |  
*0207 332 1418*



**Summary of the Governance Changes Implemented in April 2011**

Set out below are the changes agreed by the Court on 3 March 2011 which have been in operation since 1<sup>st</sup> April 2011.

**A. The Court of Common Council**

A1. Not less nine Court meetings are now held each year (reduced from eleven) and a short spring recess now takes place on an annual basis.

A2. At least two informal or private Member meetings (at which no decisions could be taken) are arranged each year. This is on the basis that they do not proceed if there is insufficient business;

A3. Any Member, provided that he or she has the support of twenty other Members, can requisition a report and/or a decision of any of the City Corporation's Committees for consideration and final decision by the Court of Common Council, provided that such action does not preclude a decision being taken and/or implemented that was necessary for legal reasons or for the efficient conduct of the City Corporation's business;

A4. Standing Order No.11 governing the conduct of debate in the Court of Common Council has been amended as follows:

- in addition to the current arrangements governing debate, a further provision be made enabling all Members to speak on a second occasion for no longer than two minutes; and
- should the mover of an amendment to a motion choose to speak for a second time (on the amendment), he or she shall be the penultimate speaker on the amendment (the mover of the original motion being the final speaker on the amendment).

A5. Standing Order governing the number of supplementary questions that may be asked has been amended so as to increase from two to three the number of other Members (ie not the Member asking the question) allowed to ask two supplementary questions provided that the supplementary questions arise naturally out of the original question and the answer to it;

A6. Standing Order has been amended so as to increase the time limit for putting and answering questions, including supplementary questions, from 30 minutes to 40 minutes;

A7. To avoid the period allocated for asking and responding to questions being taken up with issues concerned with awards, prizes and memorials, a regular item is now placed on the summons for meetings of the Court to enable such matters to be reported upon in writing.

## **B. Ward Committees (Paragraphs 28-35)**

B1. The Planning & Transportation, Port Health & Environmental Services, Markets, Finance and Community & Children's Services Committees remain as Ward Committees.

B2. All Wards are now able to choose whether or not to nominate a Member (or Members) to serve on Ward Committees rather than being obliged to nominate a Member (or Members) or 'pair' with another Ward;

B3. Where there are vacant or unfilled places on a Ward Committee by virtue of a Ward not making a nomination(s), the vacant or unfilled place can be advertised to all Members and filled by the Court;

B4. Any Ward having six or more Members can nominate up to two Members to a Ward Committee irrespective of whether a Ward has sides;

B5. In addition to the Chairman of the Policy & Resources Committee, the Deputy Chairman of the Policy & Resources Committee is now an ex-officio Member of the Finance Committee. This complements the current arrangement whereby the Chairman and Deputy Chairman of the Finance Committee are ex-officio Members of the Policy & Resources Committee;

B6. The remit of the Finance Committee has been widened to include performance monitoring and its terms of reference adjusted to reflect this. The performance monitoring was to be undertaken by the Estimates Working Party (EWP) or such body determined by the Finance Committee. (NB: Finance Committee subsequently agreed to dispense with EWP and created an Efficiency and Performance Sub-Committee to deal with this area of activity).

B6a. In addition to the above, the constitution of the Finance Committee was amended by the Court on 8 September 2011 to include the Chairman and Deputy Chairman of the Investment Committee, creating a reciprocal arrangement between the Policy and Resources, Finance and Investment Committees (see F2 and J4 below).

B7. All Wards that have 200 or more residents (based on the ward list) are able to nominate a maximum of two Members to the Community & Children's Services Committee; under this arrangement, the current provision for four Members to be elected by the Court, at least two of whom shall represent the main four residential wards, was discontinued; and

B8. The Community & Children's Services Committee was asked to consider giving oversight of its housing management activities (excluding the Barbican Estate) to a sub-committee (with power to act) to enable greater focus in that area. (NB: The Community & Children's Services Committee subsequently created the Housing Management Sub-Committee to oversee the City Corporation's housing activities).

### **C. Culture, Heritage and Libraries Committee**

C1. A new Culture, Heritage and Libraries Committee was established with responsibility for matters relating to culture, heritage, tourism and visitors including overseeing the development of policies and strategies in those areas. It also took on:

- the responsibilities of the Libraries, Archives & Guildhall Art Gallery Committee which ceased to exist;
- the various tourism, heritage and Benefices activities and responsibilities currently undertaken by the City Lands & Bridge House Estates Committee which also ceased to exist;
- oversight of the City Corporation's Visitor Strategy, the City of London Festival and the management of the City Information Centre from the Policy and Resources Committee; and
- the management of Keats House from the Keats House Management Committee. A Consultative Committee should continue to operate although the detailed arrangements would be a matter for the Culture, Heritage and Libraries Committee to determine.

### **D. City Lands and Bridge House Estates Committee**

D1. The City Lands and Bridge House Estates (CLBHE) Committee ceased to exist and its work merged with the work of other Committees, such as the new Culture, Heritage and Libraries Committee and the new Investment Committee. Other elements of CLBHE Committee's work was transferred to the Policy & Resources Committee and is managed by dedicated Sub-Committees. For example, the management of operational property is now undertaken by the Corporate Asset Sub-Committee and hospitality and Members' privileges activities are undertaken by the Hospitality Working Party and the Members' Privileges Sub-Committee both of which are chaired by the Chief Commoner.

D2. Where previously the CLBHE Committee would have hosted an event of City Corporation hospitality, the Chief Commoner now oversees the detail for that event in line with parameters set by the Hospitality Working Party. The number of Members to comprise the host element is also determined by the Hospitality Working Party on the basis of a rota maintained by the Town Clerk, together with other Members with a special connection with or interest in the guest organisation.

### **E. The office of Chief Commoner**

E1. Candidates for the office of Chief Commoner are nominated by not less than 10 other Members and he or she is elected by the whole Court of Common Council from amongst the Common Councilmen (the expectation is that Aldermen will not vote in the election for Chief Commoner);

E2. For 2011, the election of Chief Commoner was held in April and thereafter, the election is held in September of each year, prior to the successful candidate taking office in April, to enable a period of 'lead-in';

E3. The 'job description' for the office of Chief Commoner was approved as set out in Appendix attached;

E4. The Chief Commoner remains an ex-officio Member of the Policy and Resources Committee and is also Chairman of any sub-committees responsible for City of London Corporation hospitality and Members' privileges;

E5. Provision has been made in Standing Orders to enable the Chief Commoner to report on and speak to activities and responsibilities of the sub-committees referred to in E4 above in the Court of Common Council; and

E6. The Chief Commoner is not able to be Chairman of any City of London Corporation committee with the exception of the sub-committees referred to above. However, as with other chairmanships, the Chief Commoner is able to continue an existing chairmanship until the next meeting of the relevant committee when a new chairman shall be elected.

#### **F. Investment Committee**

F1. This new non-ward committee was established. The Investment Committee has responsibility for managing and overseeing the City Corporation's property and non-property investments in accordance with approved strategies and policies;

F2. The Investment Committee comprises 14 Members elected by the Court of Common Council, 8 Members appointed by the Policy and Resources Committee from amongst all Members of the Court, together with the Chairmen and Deputy Chairmen of the Policy and Resources and the Finance Committees in an ex-officio capacity but with voting rights;

F3. The Investment Committee appoints and maintains two Boards, one for each investment area (property and non-property) for the purposes of detailed scrutiny and decision taking, with the Chairman of the Investment Committee is also able to be Chairman of one of the Boards;

F4. The Boards are empowered to co-opt people with relevant expertise or experience, including non-Members of the Court, to assist in their deliberations; and

F5. Provision has been made in Standing Orders to enable the Chairmen of both Boards to report on and speak to their respective activities and responsibilities in the Court of Common Council and to ensure that any decisions, especially those relating to property, are taken without undue delay.

#### **G. Audit and Risk Management Committee**

G1. A new non-ward committee, Audit and Risk Management was with responsibility for the City Corporation's activities and responsibilities in these areas (with the Finance Committee relinquishing its current responsibilities for audit and risk); and

G2. The Audit and Risk Management Committee shall comprise 9 Members elected by the Court of Common Council, 3 external Members (ie non-Members of the Court of Common Council), the Chairman and Deputy Chairman of the Finance Committee (ex-officio with no voting rights) and a representative of the Policy and Resources Committee also in an ex-officio capacity with no voting rights.

G3. The Deputy Chairman of Audit and Risk is not able to be Chairman of another committee.

## **I. Open Spaces Committees**

I1. The management of the City Corporation's open spaces is now maintained by three Non-Ward Committees, as follows:-

(i) Open Spaces, City Gardens and West Ham Park Committee comprising 8 Members elected by the Court of Common Council together with the Chairmen and Deputy Chairmen of the Hampstead Heath, Highgate Wood and Queen's Park and the Epping Forest and Commons Committees (see below) in an ex-officio capacity. The Committee is responsible for setting overall strategy for the operation of the City Corporation's open spaces and for the management of City Gardens. It is also responsible for the management of West Ham Park. This area of work is undertaken separately from the Committee's other business and the Committee's composition includes 4 representatives nominated by the Heirs-at-Law of the late John Gurney, 1 representative nominated by the Parish of West Ham and 2 representatives nominated by the London Borough of Newham;

(ii) Hampstead Heath, Highgate Wood and Queen's Park Committee comprising at least 12 Members elected by the Court of Common Council together with the Chairman and Deputy Chairman of the Open Spaces, City Gardens and West Ham Park Committee (see above) in an ex-officio capacity. The Committee is responsible for the management of Highgate Wood and Queen's Park. It is also responsible for the management of Hampstead Heath with this area of work being undertaken separately from the Committee's other business. The composition of the Committee includes at least 6 external representatives which must include 1 representative of the London Borough of Barnet, 1 representative of the London Borough of Camden, 1 representative of the owners of Kenwood lands and 3 persons representing local, ecological, environmental or sporting interests; and

(iii) Epping Forest and Commons Committee comprising 12 Members of the Court of Common Council including 10 Members elected by the Court of Common Council together with the Chairman and Deputy Chairman of the Open Spaces, City Gardens and West Ham Park Committee (see above) in an ex-officio capacity, to be responsible for the management of Burnham Beeches and the City Commons. The Committee also manages Epping Forest and this area of work is undertaken separately from the Committee's other business. The composition of the Committee includes 4 Verderers elected or appointed pursuant to the Epping Forest Act 1878. If the Chairman and/or Deputy Chairman of the Open Spaces, City Gardens and West Ham Park Committee are already Members of the Epping Forest and Commons

Committee in their own right, the vacancy(s) are filled by the Court of Common Council.

## **J. Policy and Resources and Police Committees and the Boards of the Governors of the City Schools (Paragraphs 69-81)**

### Policy and Resources Committee (Paragraphs 69-74)

J1. Of the five vacancies that becomes available on the Policy Committee each year, one place is now reserved for a Member with less than 10 years' service on the Court, resulting in at least four places on the Committee for Members with less than 10 years' service at the time of their appointment;

J2. In view of the synergies between the work of the Energy Working Party (previously of the City Lands and Bridge House Estates Committee) and the Sustainability Working Party (of the Policy and Resources Committee), the work has been merged and transferred to the Policy Committee and is operated through a dedicated Sub-Committee (the Energy and Sustainability Sub-Committee) whose membership can be drawn from the whole Court;

J3. The Policy and Resources Committee is responsible for providing additional scrutiny, oversight and challenge for the management of major projects and programmes of work, including, amongst other things, considering all proposals for capital and supplementary revenue projects (including those which may be funded from external sources), and determining, at detailed options appraisal stage, whether projects should be included in the capital and supplementary revenue programme as well as the phasing of any expenditure. This work is undertaken by a dedicated sub-committee, the Projects Sub-Committee, which comprises 3 Members appointed by the Policy and Resources Committee, 2 Members appointed by the Finance Committee. The Projects Sub-Committee is also able to co-opt 2 further Members from the Court of Common Council with relevant experience.

J4. The Policy & Resources Committee was asked to review its various ex-officio appointments. A review was subsequently undertaken and the outcome reported to the Court on 8 September 2011. Whilst it was felt that the current ex-officio places were still relevant, the Court acknowledged that culture was an area which over the years had become more prominent and which also had substantial resource implications. It was therefore agreed that the Chairman of the new Culture, Heritage and Libraries Committee should become an ex-officio Member of the Policy Committee. Similarly, the development and management of the City Corporation's investment portfolio (property and non-property) was considered to be of great significance and the Court also agreed that the Chairman and Deputy Chairman of the Investment Committee should also serve as ex-officio members, creating a reciprocal arrangement between the Policy and Resources, Finance and Investment Committees.

### Police Committee

J5. For the purposes of continuity the length of service of the Chairman of the Police Committee was extended to a term not exceeding four years;

J6. The current restriction whereby no Member of the Court of Common Council is eligible to serve on the Police Committee until such time as they have served a minimum of two years on the Court, should be removed (NB: The constitution of the Police Committee has been reviewed since the governance review).

Boards of Governors of the City of London School, the City of London School for Girls and the City of London Freeman's School (Paragraphs 79-81)

J7. The three City School Boards were recommended to consider establishing a Working Party comprising key Members from each Board such as the Chairmen and Deputy Chairmen, to discuss important issues that may be of common interest, for example pay awards.

J8. The restriction whereby no Member can serve on more than one Board of Governors was removed.

**K. Service on City Corporation Committees and Outside Bodies**

Reserving places on Non-Ward Committees for 'newer' Members

K1. With the exception the Policy and Resources Committee which has separate arrangements, 10% of places (where 10% results in a fraction it should be rounded down, subject to at least one place being reserved on every non-Ward Committee for a Member falling in to this category) on all elected committees are reserved for Members with less than 5 years' service at the time of their appointment.

Limiting the number of Grand Committees on which a Common Councilman can serve at any one time

K2. The number of grand committees on which a Common Councilman can serve at any one time (excluding appointments or nominations to committees in an ex-officio capacity) is limited to no more than eight.

Limiting the number of Outside Bodies that a Member can serve on

K3. The number of outside bodies that a Member can serve on at any one time (excluding appointments that are by virtue of Office or in an ex-officio capacity) is limited to no more than six. If a vacancy cannot be filled from the Common Council, then such vacancy can be filled by non-Members, including officers on the basis that there are no issues of major concern to the work of the City Corporation likely to arise;

K4. Appointments to outside bodies are made by the Court of Common Council at meetings other than the meeting at which the appointment of Committees is undertaken.

**L. Other Committee Issues**

Publishing data of attendance by Members at Committee Meetings

L1. Data relating to the attendance of Members at committee, sub-committee and Court meetings was to be more accessible and placed on-line on the City Corporation's website provided that the figures are put in context (ie

attendances should be shown together with the actual number of opportunities to attend).

#### Submission of supporting statements

L2. Members seeking election as Chairmen and Deputy Chairmen of committees are now able voluntarily to submit a statement of no more than 300 words in support of their candidature in advance of the meeting at which the election is to be held.

#### Frequency of Committee meetings

L3. The frequency of Committee meetings be reviewed and determined by individual Committees, as was presently the case.

#### Sub-Committees, Working Parties and 'Workshop' style meetings

L4. The constitutional position of sub-committees and working parties and informal 'workshop' style meetings or Member and officer working groups was noted and the Court requested that all Committees review their current arrangements to ensure that they conform to the principles outlined; and

L5. The concept of informal 'workshop' style meetings in appropriate circumstances was accepted in order to improve communication and increase interaction, particularly between Members and officers, at an early stage in major complex, costly or contentious proposals.

#### Committee Papers and Minutes

L6. Committee reports, minutes and papers are to be concise and to the point and that no late papers should be dispatched without the relevant Committee Chairman's consent having first been obtained;

L7. Agendas, reports and other papers shall continue to be dispatched in hard-copy, but greater use of electronically circulated papers be made; and

L8. A standard of seven working days after the Court of Common Council or Committee meetings should be set within which officers will seek to circulate the draft minutes to all Members (or Members of the relevant Committee).

#### Outgoing Chairmen

L9. In addition to the above it was subsequently agreed that in order to assist with arrangements for the election of a deputy chairman, outgoing Chairmen should be required to give notice of their intention to stand down.

### **M. Terms of Reference, Delegations and Standing Orders**

M1. A scheme for the Appointment of Members on Committees and Terms of Reference for the City of London Corporation Committees was approved as set out in Appendix B;

M2. The Framework for Accountability and Delegation approved by the Court in January 2005 was endorsed and individual Committees asked to review delegations to officers to ensure that they are appropriate and relevant.



M3. Revised Standing Orders were agreed and the Town Clerk authorised, in consultation with the Chairman and Deputy Chairman of the Policy and Resources Committee, to make any necessary consequential changes to Standing Orders to take account of the decisions relating to the new governance arrangements.

#### **N. Post Implementation Review**

N1. Subject to the Court approving these new arrangements, a post-implementation review be undertaken after 12 months of their operation, with the membership of the working party being agreed by the Court, in order to take stock of the new governance arrangements and how they are working. This would include the operation of the Policy and Resources Committee. The Court subsequently approved the membership of the Post-implementation Review of the Governance Working Party on 8 September 2011.

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