

# Community Governance in Birmingham: The Next Decade

Paper 1: Introduction and Background



&( - &(
  
 ' + (' &) & \* !) &%) + # \* \*!&% % &- \* & ( ) ' &%
  
 " (&+% % &%\* .\*

T 

T  

T "



T 

&, ( # , ! ) ! &% &( %

T  

"   

T  

#&)) (/ & - &( ) % ' ( ) )

' & !(\$!% \$ !)\*(! \*) % - ( )

&;/D%& A&(< /-<D+A A(/- /-A(-D(-% (-A/ A& <D,,; F F -A A/ - +  
; -% /" 1 /1+ A/ /,, -A /- /D; /,,D-(AH /E ; - - E( F5  
&(< F(++ < A A& "; , F/\* "/; A& "DAD; E +/1, -A /" /D; +/ +  
./; H - +/ + <; E( +(E ;H5

(;,-%& , (AH /D- (+ & < "/; , -H H ;< - A A& "/; "/-A /"  
""/;A< A/ ;(-% (</-', \*(-% +/<; A/ +/ + 1 /1+ 5 & E  
; /%-(< A& A A&(< (< (% (AH F(A& + ;% /D- (+ /; % -( < A(/- A& A -  
</, A(, < < , ; /A - ("( D+A A/ F/\* F(A&5 DA A& ; (< +</  
%; A (E ;<(AH - E( ; - H (- /D; +/ + /,,D-(A( < - &;(A % /"  
(E( 1;( - %// %/E ; - - A& A <A; A & < \* A/ A& ;+H H ;< /"  
A& (AH:< &(<A/H5

A (< &(<A/H A& A (- +D < <D <<"D+ - (%& /D;&// "/;D,< -  
;<( -A<: <</ ( A(/-< F ; /,,(AA < - G1 ;(, -A< F(A&  
- (%& /D;&// , - % , -A /,,D-(AH D % A(-% - - (%& /D;&//  
1+ --(-%5

& ; & < +/-% - ;/<<'1 ;AH D- ;<A - (-% A& A (;,-%& , (< -/A  
)D<A F&/+ (AH DA 1 A &F/\* /" 7 +/D;(<&(-% (%& /D;&// <8  
7 ( ; -A ; - ( ++ % <8 - /,,D-(A( <5 & ; "/; /D; /,,D-(AH  
%/E ; - - ;; -% , -A< F(++ +F H< - A/ " + G( + - +/ ++H  
; + E -A5

- CJJ\$ "A ; "/D; H ;< /" (-A -< A /-<D+A A(/- - 1+ --(-%  
"/++/F(-% A& ; /,, - A(/-< /" A& (- 1 - -A ./; H  
/,,(<</- (;,-%& , A/\* ; ( + <A 1 F(A& A& (-A;/ D A(/- /"  
E/+E (<A;( A /,,(AA <5 &(< 1 << /F- </, (</- , \*(-%  
- D % A< A/ A& /,,(AA < - +/ +(< A& +(E ;H /" <; E( <  
A&;/D%& ; -% /" ./ +<5

K /,1; & -<(E 1+ - "/; & -%(-% A& ;/+ /" A& (AH /D- (+ F < < A  
/DA5 & (-A -A(/- F < A/ <A +(<& - (%& /D;&// , - % , -A - A/  
F/\* (- 1 ;A- ;<&(1 F(A& /,,D-(A( < - /A& ; % - ( <5

/A -/D%&/" A&<E(</- &< -; +(< - F - A/+ ; - A&  
+ <</-< "/, A& A5 - \* H + <</- (< A& A F ,D<A <A ;A "/, "/ D< /-  
A& /,,D-(A(< - (- (E( D +< A& /D- (+ (< & ; A/ < ;E ; A& ; A& -  
/D; (-A ; - + D; D ; H5 /,,D-(AH %/E ; - - (< -/A - 9 ':-: A/ A&  
/;% -(< A(/- ! (A (< /DA A& <1;(A - , -- ; (- F&( & F /1 ; A 5 &<  
A(, F ,D<A -<D; A& ; (< 7F&/+ /D- (+ & -% 8 (- F&( & ++ 1 ;A<  
/" A& /;% -(< A(/- ; "/ D< /- +/ + 1+ < - ++ /D; <A "" -  
/D- (++/;< + (E (- F/;\*(-% F(A& /,,D-(A(< A/ &( E ; <D+A< ; A& ;  
A& - +(E ;(-% A/1' /F- <A - ; (< < ;E( <5

& ;/+ - "D- A(/-</" +/ + %/E ;-, -A ; & -%(-% ; 1( +H <  
"D- (-% (< ; <A( ++H ; D - ; +H <A 1< ; A \* - A/F ; < A&  
(-A %; A(/- /" +/ + 1D +( < ;E( <5 -"/; A(/- A &-/+/%H &< ,/E /-  
/E ; A& - ,/ ; < ;E( < - "D- A(/-< ; -/F /DA</D; A/  
1;(E A /,1 -(< (,1 A(-% /- &/F 1 /1+ -% % (- ,/ ; H -  
&/F < ;E( < ; +(E ; 5

/ /- "/, CJJ\$ (A (< A(, A/ A \* <A/ \* A/ ; E(< /D;  
%/E ; - - - < ;E( +(E ; H ;; -% , -A< % (- (- A& +(%&A /"  
& -%(-% A(, < - A/ , \* & -% < A& A F(++ A \* D< A&;/D%& A& - GA  
5

D; ; - F E(</- ,D<A /DA 7AD; -(-% A& /D- (+ (-< /DA8 -  
1DAA(-% /,,D-(A(< - (A(l -< "(;<A5 ; "/, ; A; A(-% "/, /D;  
/,,(A, -A A/ +/ +(<, - /,,D-(AH ,1/F ;, -A F ,D<A A \* (A  
"/;F ; (- ,D & ,/ ; ; ( + F H A& A -A;D+H , \* (""; - A/  
1 /1+ :< +(E <5 ,D<A -<D; 1 /1+ " + A& H & E ,/ ; < H (- +/ +  
(</-< A& A "" A A& 1+ < F& ; A& H +(E 5

/ / A&< F F(++ - A/ ; 'A&(-\* /D; ( /" 1D +( < ;E( < - (E(  
</ ( AH ! ; D(+ (-% A& , "/; A& & -%(-% F/+ (- F&( & F +(E 5  
F -A A/ 1 ; < ;E A& /,,D-(AH <1 < - A& E +D < A& A %(E D<  
& +A&H ,/ ; H - (E( </ ( AH - -<D; A& A < ;E( < ;  
/D-A + A&;/D%& + A /D- (++/;<5 DA F +</- A/ ; A  
< ;E( < A& A ; + A/ "/ D< /- D<A/ ; ; ; 01"/+ +

& E( F F(++ D+A(, A +H 1;/E( /D; ; <1/-< A/ A& 1;/1/< +< "/;

&(< /-<D+A A(/- (< /DA A& 1;/1/< +< /1A(/-< - ( < F ;  
G1+;/(-% (-/D; /,,D-(AH /E ; - - E( F5 & E( F (<  
/- ; - F(A&

& "DAD; /" /D; ,/; A( ;; -% , -A< F(A&(- A& (AH <D & <  
(<A;( A - F; /,,(AA < - - (%& /D;& // / (<

& /,,D-(AH + ;&(1 ;/+ /" + A /D- (++/;< - /A& ;< -  
&/F 1 /1+ - /;% -(< A(/-< - F/\* (- 1 ;A- ;&(1 (- +/ + 1+ <

& "DAD; /" /D; +/ + < ;E( < ! &/F F /;% -(< A& , - F& A F(++  
+(E ;

& 1;/1/< + "/; /F- /D- (+ "/; DAA/- /+ "( +

-H/" A& (<<D < (< D<< (- A&(< 1 1 ; F(++ ; << /E ; A& H ;  
& /; /E ; A& +/-% ; A ; ,5 &(< /-<D+A A(/- F(++ <D11/A H "(E  
< 1 ; A 1 1 ; < 1D +( < & AF - - /F - 1A , ; CJ0#

\$0- ;;;8- 6. 644;51:? 6<-85)5+- 15 18415/0)4 ! +//\*(-% A +/ +  
,/ ; A( <A;D AD; < ! 1D +( < & +/-%<( A&(< (-A;/ D A(/- 2 1 ; C3

#;::65 63,D-3, \$6=5 6;5+13 C 51:1)3 5)3?919 2 1 ; B3

#;::65 63,D-3, \$6=5 6;5+13 C 15)3 "-97659- ! A/ 1D +( < & (-  
A& <D,, ; 2 1 ; \$3

- = ! )8:5-89017 \* - : = --5 1<1+ )5, 1<13 ! &/F - (%& /D;& // < -  
/,,D-(A (< - -% % (-/D; ,/; H - , \* A& ( ; /-A;( DA(/- !  
A/ 1D +( < & (- A& <D,, ; 2 1 ; #3

\$0- ;;;8- 6. 6+)3 #-8<1+-9 15 18415/0)4 ! A/ 1D +( < & (- A&  
<D,, ; 2 1 ; ?35

& ; F(++ +</ <1 (" /-<D+A A(/- /- A& A (+< /" , -H/" A& <  
& -% < A + A ; A 5 59:-), 6. ) 65- 6.. +659;3:):165 =- =)5: :019  
:6 \*- ) +65<-89):165 )\*6;: +0)5/- .68 :0- \*-:-8 :0): =133 +65:15;-  
:086;/0 :0- 465:09 )5, ?-)89 )0-),

\$019 151:1)3 +659;3:):165 =133 8;5 ;5:13 )8+0





\$0- +;88-5: )88)5/-4-5:9

& D;; -A ;; -% , -A< "/; /,,D-(AH %/E ;-- (- (;,-%& ,  
(- +D

& "D++ (AH /D- (+ F&( & /-<(<A</" 0CJ , , ;<";/, \$J F ;< -  
, A< ,/-A&+H5 & /D- (+ 11;/E < A& --D + D % A &/+ < A&  
; - (- A A/ /D-A - ; (E < < ;DA(-H ; 1;/A< /,1(+  
H -/' (- A , , ;< - 1 A(A/-< "/; /; ;<(- A<

K ; - (- A <H<A , "/; <A; A %( (</- , \*(-%

(- E ;E (F - ;DA(-H /,,(AA < 21+D< AF/ )/(-A +A&  
E ;E (F - ;DA(-H /,,(AA < 3 A/ &/+ A/ /D-A A& (- A  
- A/ /- D A 1/+( H E +/1, -A F/\* F&( & (< ; 1;/A A/ A& "D++  
/D- (+ - 1 << /- A/ A& (- A < ; /,, - A(/-<

- (<A;( A /,,(AA < <A +(<& (- CJJ\$ /E ;(-% A& < ,  
/D- ;(< < A& ;+( , -A ;H /-<A(AD - (</" A& (AH -  
/-A (-(-% 0C /D- (++/;< + A A/ A& "/D; F ;< (- & (<A;( A5 &  
/,,(AA < & E </, (</-' , \*(-% 1/F ;< 1 << /F- "/; /, A&  
(- A - (- +D (- A& /D- (+< /-<A(ADA(/- 11;/E H A& "D++  
(AH /D- (+

K ; -% /" 11;/ & < A/ 1;/E( (-% +/ + < ;E( < &/< - A/ &( E  
"" A(E - ""( (-A , - % , -A F&(+<A +/ +(<(-% A& , < ,D & <  
1/<<( + 5 - CJJ\$ A& ,/ +< F ;

05 ;E( < , - % -A; ++H ! 5%5 ,D< D,< A& ( ; ;H /"  
(;,-%& , - F <A (<1/< +

C5 G(<A(-% +/ + /DA+ A< A& A , D- ; (<A;( A , - % , -A ! 5%5  
- (%& /D;&/ /"" (< /,,D-(AH +( ; ; (< /,,D-(AH -A; <

B5 ;E( < , - % -A; ++H DA F(A& +/ +(< D % A< A/ ++/F "/;  
+/ + (-"+D - - 1+ --(-% ! 5%5 1D +( /-E -(- <

\$5 ;E( < D- ; +/ + , - % , -A A& /D%& 7 ;E( E +  
K% ; , -A<8 AF - A& (<A;( A - A& < ;E( < AA(-% /DA A&  
<A - ; /" < ;E( A/ 1;/E( - ; E(F --D ++H5 & <  
& "D++H +/ +(< D % A< DA A& < ;E( F < <A(++ +(E ; "/;  
<1 (" +/ A(/-< <D & < 1/A< ! 5%5 ; "D< /++ A(/- <A; A  
+ -(-% 1 ; \* < - % ; /D- < , (-A - -

#5 ;E( < A& A F ; "D++H +/ +(< ! (5 5 ++ <A "" , - % , -A -  
D % A< ,/E A/ /-<A(AD - H /"" (< ! A& (< (- +D )D<A < , ++  
-D , ; /" < ;E( < <D & < 1 <A /-A ; + +/ + ; 1 ; \* < +/ + ; A<  
E +/1, -A /,,D-(AH E +/1, -A - 1+ H5

## COMMUNITY GOVERNANCE IN BIRMINGHAM: THE NEXT DECADE

In 2010 responsibility for road maintenance and street lights passed to the private finance Initiative contract it may these services were in category three above In 2012 Districts were given further powers in particular responsibility for oversight of the council housing service

ward committees in each of the city's 10 electoral wards each consist of three local councillors elected in that ward their role is to involve local communities in decision-making and until recently they also controlled the small community trust budget for local initiatives they also support the neighbourhood or masterplan approving small grants for communications to residents

number of neighbourhood or masterplans ally covering about a quarter to a third of a ward or masterplans are community led organisations that enable residents to meet together and raise local issues as well as taking their own initiatives to improve the neighbourhood residents' associations also perform a similar role but are not supported financially by the city council

housing liaison boards and tenant management boards provide for tenant engagement and management of the council housing service

neighbourhood council at rankley in the south east of the city

number of community organisations providing local services and community engagement in specific neighbourhoods such as the castle ale community housing association and itton od community association

6= :0- +65:->: 0)9 +0)5/-,

; /%-( < A& A A& /-A GA "/; +/ + <; E( < - +/ + %/E ; - - & <  
& -% ; , A( ++H (- A& + <A - A& A A&(< ; 6D( ; < D< A/ ; E( F  
&/F F D;; -A+H 1;/E( +/ + <; E( < - ; 1; < -A /; -% % F(A&  
+/ + /,,D-(A <5 &(< & < - A& /- +D<(/- /" /D; /F- <; DA(-H  
; E( F< A& F/\* /" /D; (-A ; - + / +(< A(/- /; - A& ; -A  
; <+ \* E( F /" /; 1/; A /E ; - - 2< 1 % 0#35 /, /" A&  
,/<A (,1/A -A A&(-%< A& A & E & -% ;

& ; <A( ; D A(/- (- "D- (-% "/; +/ + %/E ; -, -A F&( & , -< A& A

A\$8173- -<63;;165B

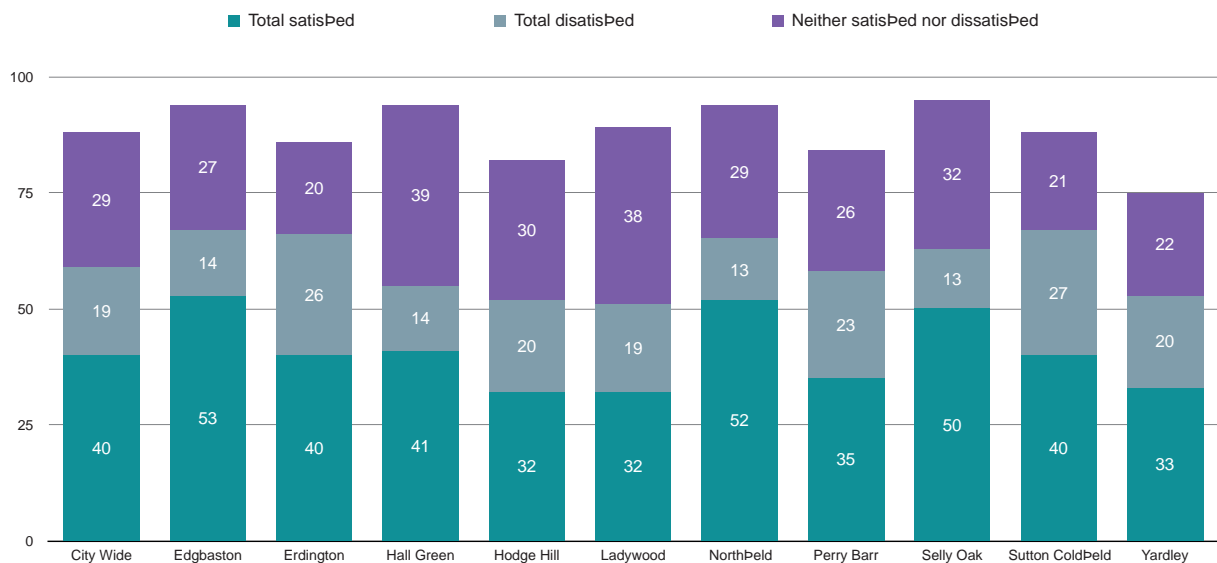
(;(-%& , (< + ;% (AH DA (A (< /-+H 1 ;A /" ,D & + ;% ; /-D; A(/-

9A; E + A/ F/;\*: ;; -% , -A< //<A(-% ; %(/- + %;/FA& - 6D +(AH /" +(" A - (%& /D;&// + E +5 // <(%- /" /,,D-(AH <;E( < A A& - (%& /D;&// + E + - & +1 (,1;/E ,1+/H, -A 1;/<1 A< - /-A;( DA A/ A& /E ; ++ <\*(++< 1;/"(+ /" A& (AH F/;\*/"; 5

(6;8 <1-=9

&<( < -/A A& <A ;A /" A& /-<D+A A(/- /- A& /,,D-(AH /E ; - - E(F5 & 1/0\*;8? 65<-5:165 (- /E , ; CJ0\$ \*( \* /" A&< ; E(F - ;/D%&A A/% A& ; 0CJ 1 /1+ "/; A& 1D +( 1;(E A - E/+D-A ;H - /,,D-(AH < A/;<5 /, \* H /- +D<(/-< ; <D,, ;< (- A& /G /- 1 % 0\$5 & E +</ & + </, "/ D< %;/D1< F(A& , , ;< /" A& /1+ < - + 2 %;/D1 /" /E ; 0 JJJ ; <( -A< F&/ F /-<D+A ; %D+ ;+H3 A/ <<<< AA(AD < A/ E/+DA(/- F(A&(- A& (AH5 D; ; %D+ ; /1(-/- <D;E H< +</ 1;/E( E +D + " \* /- H/D; 1 ; 1A(/-< /" +/ + ,/ ; H - <;E( <5 /; G ,1+ F A; \* 1D +( 1 ; 1A(/-< /- (<<D < A/ / F(A& ,/ ; H % (-<A A ;% A< F & E < A5 & & ;A +/F <&/F< A& F( E ;( A(/- ;<< (<A;( A< (- < A<" A(/- F(A& &/F H/D - % A (-E/+E (- +/ + (</-', \*(-%5 D; A ;% A "/; A&<( , <D; (< #J4 - A&<( (< , A (-)D<A A&; /" A& A - (<A;( A< A 1; < -A5

#):19.)+:165 =1:0 :0- 8)5/- 6. ,1..-8-5: =)?)9 :0): ?6; +)5 /-: 15<63<- , =1:0 15E;-5+15/ 36+)3 ,+19165 4)215/



° D, ;< (- 1 ; -A % <

-? +65+3;91659 .864 :0- 1/0\*;8? 65<-5:165

/ D(+ "" A(E 1 ;A- ;&(1 F/\*(-% A (AH'F( +E + F  
- A/ <A ;A "/, %; (-% A& /DA /, < F F -A - &/F F  
- (-A %; A < ;E( < "+ G( +H A/ +(E ; A& ,

& (<A;( A ,/ + (< %// /- - , -H ; /,,(AA A/  
, \*(-% (A F/\*5 "" A(E E/+DA(/- (< /DA & ;-<<(-% ++  
;</D; < "/, ++ <A \* &/+ ;< (- - ; -/A )D<A /DA & -%(-%  
%/E ; - - <A;D AD; <

- A/ ,/E F H "/, /- 'F H A/1' /F- E( F /"  
/,,D-( A(/- - < ;E( +(E ;H5 & ;/+ < /" (<A;( A< (-  
;(-%(-% 1 /1+ A/% A& ; A/ A \*+ +/ + (<<D < - A/ ,  
+ ; ; A/ ; < (-A< - <1 ( ++H H/D-% 1 /1+ 5 (<A;( A< ;  
E(<( + 1; < - /" A& /D- (+ (- +/ + ; - - + +/ +  
/,,D-(A( < - 1 ;A- ; /;% -(< A(/-< A/ /,,D-( A AA ;  
F(A& A& /D- (+

H(-% E ;HA&(-% <&/D+ +/ + (< -/A A& -<F ;= F & E A/  
%; F& ; ,/; +/ + (<(/-', \*(-% - +(E ;H 1;/ D <  
A& <A ; <D+A< "/; 1 /1+

& ; ; +/A /" %// G ,1+ < /" +/ + %/E ; - - (-  
(;(-%& ,5 - A/ + ; - "/, A& < - A(E +H -% %  
(A(I -< (- G<A(-% %/E ; - - ,/ +< , -H /" F&( & ; F/\*(-%  
F ++ - - A/ \* 1A - (,1;/E

- (" ; -A %/E ; - - ,/ +< A/ -% % A& (E ;<  
/,,D-(A( < (- A& (" ; -A - (%& /D;& // < /" /D; (AH5 & <  
,D<A -A; /- - +(-% (- 1 - -A A(/- D(+ (-%  
/,,D-(AH 1 (AH - ;(-%(-% +/ + 1 /1+ A/% A& ;

" F F -A (E( %// F - <A;/-% (E(+ </ ( AH5 ++ -  
A/ & -% /D; & E(/D; ! /D- (+ /" ( ;< + A , , ;<  
D<(- <<< E/+D-A ;H /;% -(< A(/-< /,,D-(AH %;/D1< (A(I -< !  
A/ , \* A&(< & 11 -5 /,,D-(AH %/E ; - - - < A/ <  
/- <A; -%A& -(-% (E(+ </ ( AH

- A/ G1+( (A /DA A& /DA /, < F F -A A/ &( E  
- E +/1 - %; E +D <' < /++ A(E + ;&(1 /" A&  
(AH F&( & ,/-<A; A < A& < <& ; E +D < A&;/D%& (A<  
& E(/D;5

"-3-<)5: 9+8;.15? 8-<1-=9

-? 8-+644-5,):1659 15 :0- -893)2- "-<1==

& ; A ; H / " A A <&/D+ ,/E ( ; ,(-%& , (AH /D- (+ A/  
9 ++ /DA: + A(/-< E ; H "/D; H ; < ; 1+ (-% A& D;; -A + A(/- H  
A&( ; < 2(- F&( & /- A&( ; /" /D- (++/ ; < ; + A & H ; 35 &( <  
F(++ (,1+ , -A (- CJ0> 2; 5 \$3

& / + /E ; -, -A /D- ; H /,,(<<(/- "/; -%+ - <&/D+  
/- D A - + A/ ; + E( F A& A ; "+ A< G(<A(-% /,,D-(A( <5 A  
<&/D+ (, A/ /,1+ A (A< F/\* A/ - + + A(/-< H H CJ0>5  
& (<<D < A& A A& /,,(<<(/- F(++ +/\* A ; <D,, ; (< (-  
1 ; C 2; 5 \$3

& /D- (+ <&/D+ "/ D< /- (,1;/E(-% <( < ; E( < - F& ;  
11;/1;( A /;% -(< A& , (-A/ "/D; \$3  
A&(;/01A& , -1.18/101"/-




;8 4199165 )5, <)3;-9

D; ,(<</(- (< A/ 7, \* 1/<(A(E (" ; - E ;H H A/ 1 /1+ :< +(E <85  
& E +D <F F -A A& (AH /D- (+ A/ /1A ; 1DAA(-% ; <(-A< "(;<A  
A(-% /D; % /D<+H (-% A;D A/ /D; F/; - &( E(-% G ++ - 5  
& "DAD; /" /D; /,,D-(AH %/E ;- - - < A/ <D11/;A A& ,(<</(-  
- E +D <5

\$0- 6;;+64-9 == =)5: :6 )+01-<-

&(< /-<D+A A(/- (< /DA /D; E(</(- /" &/F A&(-%< F(++ & -% "/; A&  
AA ; (- A ;;< /" &/F A& (AH (< ;D- - A& +/ +< ;E( < (A< ;< (-A<  
; (E 5 /, /" (A F(++ /DA <A;D AD; < /" (</-', \*(-% -  
< ;E( , - % , -A DA A& < ; /-+H , & -(<, "/; &( E(-% /D;  
(%% ; (<5 K< ; "+ A (- /D; ,(<</(- <A A , -A /E F& A , AA ;< (<  
A& (" ; - ++ /" A&(< , \* < A/ A& +(E < /" A& 1 /1+ /" (;,(-%& ,5  
F(++ /-+H < ; + & -% (" F - & -% A& F H F F/\* ! /D;  
7/;% -(< A(/- + D+AD; 8! - A;D+H +(E H A& ,(<</(- - E +D < < A /DA  
/E 5

D; /E ; ++ ;/+ - A& %/ +< - /DA /, < F F -A A/ &( E ; < A  
/DA (- A& ;;< /+( H A A , -A - A& 8).: ;915-99 !3)5 .68  
2  35

A=063- +6;5+13B )7786)+0 :6 +0)5/-

& /E ; ++ (, /" /D; ; ( +< ;E( ; <(%- %- (< A/ 7AD;- A&  
/D- (+ (< /DA8 - -<D; A& A F "/ D</- A& - < - 1;/;(A (<  
/" (A(I -< -/A A& (AH /D- (+;< /F- (-A ; - +<A;D AD; < -  
, - % , -A5

/E ; - - (< - << -A( + 1 ;A /" A&(< & -% D< (A (< /DA  
/D-A +(AH - ,/ ; H5 ,D<A ; A < ;E( < A& A % -D(- +H  
+/-% A/ A& ; D< ;< - A/ A& (A(I -< /" A& (AH < F&/+ 5 ,D<A  
1DA %; A ; ,1& (< /- /,,D-(AH + ;<&(1 /,,D-(AH  
,1/F ;, -A - 1 ;A- ;<&(1 - + << /- "/; , + /D- (+ <A;D AD; <  
D % A< - < ;E( , - % , -A5 ,D<A (1+ , -A & -% A&/D%&  
7=063- +6;5+138 11;/ & 2F(A& ++ 1 ;A< /" A& /;% -(< A(/- & -%(-%  
A/% A& ;3 -/A H (-% /- - F "D- A(/-< A/ D- & -% -A; +  
<A;D AD; <5

- (A(/- F ,D<A F/\* ,/; < 7F&/+ (AH8 ! ++/F(-% /A& ;< A/ A \*  
A& + - F/\*(-% +/< +H F(A& A& D<(- << /,,D-(AH /A& ; 1D +(  
% - (< - (E(+ </ ( AH A +++ E +<5

; , (- /,,(AA A/ A& 1;(- (1+ A& A (;(-%& , (< (AH A& A  
- /A ;D- "/; , -A; + 1/(-A5 & <1;(A /" E/+DA(/- -  
+ / +(< A(/- ,D<A -/A /-+H /-A(-D DA <A; -%A& - < F ; "/; ,  
/D; /,,D-(AH %/E ; - - - + / + < ;E( <5 K< 1 ;A /" /D; ;(1+  
E/+DA(/- / + A& + / + - (%& /D;& // < /" A& (AH F(++ ; , (- <  
(,1/A -A < A& (AH - A& F( ; (AH ; %(/- A/ & (E(-% %//  
%/E ; - - 5

& "/ D< "/; E/+DA(/- F(++ <&("A "/; , (-<A(ADA(/- + <A;D AD; < A/ - AF/\*<  
- /,,D-(A(< - "/; , & - (-% /F- 1/F ; A/ <& ;(-% 1/F ; </ A& A  
F & (E ,/; A/% A& ;5 F -A A/ ; A < ;E( < A& A F/\* "/; A&  
7'063- !3)+-8 - A& 7'063- !-896585 &(< , -< ; A(-% (-A %; A  
< ;E( < F(A& <(-%+ 7"/;-A //;8 F& ; (""; -A % - (< -  
1;/" <<(/- +< F/\* A/% A& ; A/ , A ++ A& - < /" 1+ /; (A(I -5

70)9-, 786/8)44-

& + /-%'A ; , 1+ -< "/; & -% /DA+(- (- A& < ; 1/A< F(++ -/A  
+(E ; (- /- ,/-A& /; /- H ;5 &(< F(++ 1;/ << /" & -%  
<A; A &(-% /E ; < E ; + H ;<5 K< , ++ -D, ; /" & -% < F(++ A \* 1+  
F(A&(- A& "(;<A H ; DA A& ; F(++ , -H ,/; /11/;AD-(A(< A/ -% %  
(- /-<D+A A(/- < F ,/E /- A/ (,1+ , -A (""; -A <A % < /" A&  
1;/%; ,, 5

\$0- 9:8;+::8)3 .8)4=-682 =- )8- 78676915/ :6 =682 :6=)8,9

1:? 6;5+13 )\*15-: )5, ) 9:8-)4315-, 9+8;:15? .;5+:165

"/ D< /- < AA(-% - , (-A (-(-% A& /E ; ++ ( ; A(/- "/; A& (AH  
<A; A %( + ; <&(1 D % A < AA(-% 1 ;"/; , - , - % , -A -  
/,,(<</(-(-%

= 9:8):-/1+ 7)8:5-89017 )88)5/-4-5:9 ;(-%(-% A/% A& ;

D<(- << 1D +( < A/; - (E(+ </ ( AH 1 ;A- ;< A/ 1;/E(  
/++ A(E + ;<&(1 - < A /DA <& ; +/-%'A ; , 1+ -< "/; A& (AH

<-8? 94)33 9:8):-/1+ +-5:8- "/ D< /- <D11;/A(-% A& 1/(A( +  
+ ;<&(1 E +/1(-% GA ; - + 1 ;A- ;<&(1< - - AF/\*< -  
<A; A %( /,,(<</(-(-%5 &(< F(++ E -AD ++H /-<(<A /" D-("(  
<A;D AD; ; A& ; A& - < 1 ; A ( ; A/; A <

5 15:-/8):-, +68768):- 9;7768: 9-8<1+-9 .;5+:165 1;/E( (-%

""( (-A 7 \* /""( 8 <D11;/A A/ A& <A; A %( -A; - ++ A&  
+ / +(< /; 7 ; ,<' + -%A&8 < ;E( +(E ;H "D- A(/-<

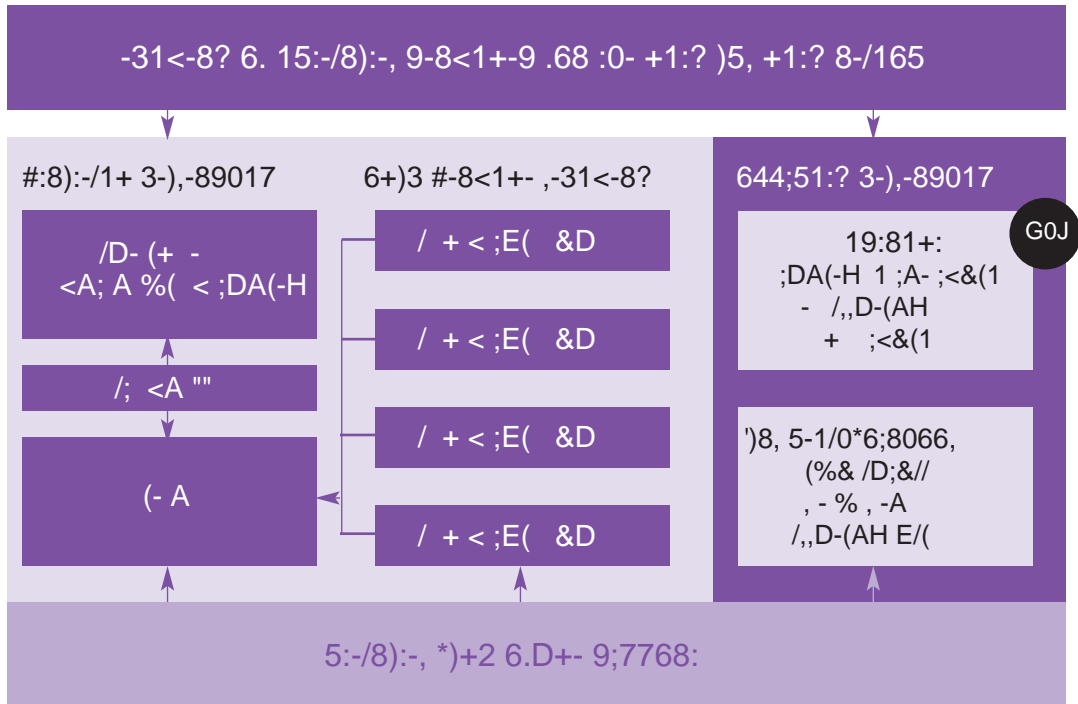
!;\*31+ -)3:0 #6+1)3 )8- )5, 9;7768: 9-8<1+-9 :6 -,;+):165

/1 ; A(-% (- +/< 1 ;A- ;<&(1 F(A& A& < &/+< - + / +  
1;/E( ;< A (AH'F( - ,/; + / ++ E +

6;8 6+)3 #-8<1+- ;\*9 +(E ;(-% ,/; + / + < ;E( <5 & < F(++

A& , & -(< , "/; &( E(-% A; -<"/; , A(/- (- A& 6D +(AH /"  
+ / + < ;E( < - A& D<A/ , ; < ;E( < A& A 1 /1+ ; (E 5 &

1)/8)4 906=15/ :0- 6<-8)33 .8)4=-682 .68 +0)5/-





19:81+: 6441::-- - /,,(AA < /" 0C /D- (++/;< (-A;/ D (-  
(;,-%& , (- CJJ\$ & /E ;(-% A& ; /" /-  
;+( , -A ;H /-<A(AD - H 2"/D; F ; <35 - ; A&  
CJJJ K A A& H ; 7K; /,,(AA <8 A/ F&( &  
(</-', \*(-% 1/F ;< , H E/+E H A&  
(- A5

3-+:68)3 "-<1-= K ; E ( F ;;( /DA H A& / + /E ;-, -A  
/D- ;H /,,(<</- /; H A& /D- ;H  
/,,(<</- "/; -%+ - (- A& < /"  
;+( , -A ;H < A<5

6<-85)5+- & F/; D< A/ <;( A& F H (- F&( & 1+ <  
; %/E ;- H /A& + A 1/(A ( -< -

-1/0\*6;8066,  
)5)/-4-5:  
(" ; -A +/ + < ;E( < - /;% -(< A(/-< F/;\*(-%  
A/% A& ; F(A& ; <( -A< - D<(- << < (-  
- (%& /D;&// A/ "/ D< /- 1;/;(A( < - <& ;  
; </D; <5 /, A(, < (%& /D;&// - % ;  
( < 11/(-A A/ -<D; //; (- A(/- - 1;/E(  
<(-%+ 1/(-A /" /-A A "/; ; <( -A<5

-1/0\*6;8066,  
!3)5  
K 1+ - < AA(-% /DA 1/( ( < "/; A& 1&H<( +  
E +/1, -A /" - (%& /D;&// 5 - ; A&  
/ +(<, K A CJ00 (A , H ; F- D1 H  
; /%-(< +/ + / ( < <D & < "/;D, /; 1 ;(<&  
/D- (+5 & H ,D<A (- +(- F(A& / +  
E +/1, -A + <- - - A(/- + 1+ --(-% 1/( H  
2< K11 - (G C /" 1 ; B35

-1/0\*6;8066,  
\$)9215/  
;(-%(-% A/% A& ; +/ + ; <( -A< - /,,D-(AH  
%:/D1< A& /D- (+ - A& 1/( A/ (< D<<  
/,,D-(AH < " AH - -E(/- , -A + 1;/;(A( < -  
A/ 1+ - A(/- A/% A& ;5

<-8<1-= )5,  
#+8;:15?  
6441:'AD-8;:15?





(" ; -A 1 /1+ D< (" ; -A F/ ; < A/ < ; ( +/ + ; < /" (" ; -A  
<(I <5 A&(-\* (A:< (,1/A -A "/; 1 /1+ A/ + A/ 1 ; A( (1 A (- A&  
A /- /,,D-(AH %/E ; - - A&/D%&& E(-% < " ; < 1/<<( +  
<& ; D- ; <A - (-% /" A& ; < (-% (< D<< 5 / (- A&< /-<D+A A(/-  
1 1 ; F F(++ D< A& "/++/F(-% A ; ,< (- A& F H< (- ( A

644;51:? ! A&< (< F/; F&( & - & E , -H (" ; -A , -(-%<5 A  
, H , - E ; H< , ++ +/ + ; <D & < " F <A; A< /; /,,D-(AH /"  
1 /1+ F&/ <& ; /,,/- \*% ; /D- (-A ; <A /; ( -A(AH F&( & , H  
<1 ; < ; A& ; A& - /- -A; A (- /- +/ A(/-5 /; G ,1+ A&  
(AH (< &/ A/ , -H (" ; -A A&- ( /,,D-(A (<5 /, A( , < A& F/;  
7 /,,D-(AH8 (< D< A/ , - E ; H/ (- A& (AH < F&/+ /,,D-(AH5  
- A& < /D, -A< F F(++ D< A& F/; A/ , - (A& ; A&- ( /; D+AD; +  
/,,D-(A (< /; A&/< +(E(-% (- - (%& /D;& // 5

644;51:? /6<-85)5+- ! ; " ; < A/ A& 1/ << /" ; D--(-% A& (AH  
A&/D%& , /; A( ; ; -% , -A< (- +D (-% + A ; 1 ; < -A A(/- <  
F ++ < A& A(E 1 ; A( (1 A(/- /" +/ + 1 /1+ - /; % - (< A(/-<5

-1/0\*6;8066, ! - (%& /D;& // (< < , ++ ; /" A& (AH D<D ++H  
/- (<A(-% /" D1 A/ /DA 0J JJJ 1 /1+ A& A (< (<A(-%D(<& H  
/,,/- D- ; <A - (-% /" A& - , % (E - A/ A& ; H (A< ; (< -A< -  
/A& ; 1 /1+ (- A& (AH5 - - +H (< & < "/D- A& A A& ; ; 0\$J <D &  
; < (- A& (AH F(A& - E ; % 1/1D+ A(/- /" > #JJ5 & < ; A& ; "/;  
7 ; + /D- ; (<8 - A& H /-A - A/ , A & A& + A/ ; + /; < ; E(  
; < +/F5

3-+:68)3)8-)9 ! A& < & E " (; +H ; (A ; H /D- ; (< < + A A/ -<D;  
; /D%& +H 6D + ; 1 ; < -A A(/- H + A 1/(A( (-<5 K =)8, (< D ; ; -A+H  
A& ; (- F&( & A& ; /D- (++/ ; < ; + A A/ A& (AH /D- (+ -  
A& ; ; \$J F ; < (- A/A + (- A& (AH5 & H & E - E ; % 1/1D+ A(/- /"  
; /D- C70534JJJ 1<001A& 1 + A&01 /D- A- 01< + ; % +01- (%& /D;& //

!8





