



Information Technology Sub (Finance) Committee

Date: TUESDAY, 15 DECEMBER 2015
Time: 11.30 am
Venue: COMMITTEE ROOMS - WEST WING, GUILDHALL

Members: Roger Chadwick (Chairman)
Jeremy Mayhew (Deputy Chairman)
Randall Anderson
Nigel Challis
Deputy John Chapman
Deputy Jamie Ingham Clark
Hugh Morris
Sylvia Moys
Graham Packham
Chris Punter
Alderman Matthew Richardson
Deputy John Tomlinson
James Tumbridge

Enquiries: Christopher Braithwaite
tel.no.: 020 7332 1427
christopher.braithwaite@cityoflondon.gov.uk

Lunch will be served in the Guildhall Club at 1pm
NB: Part of this meeting could be the subject of audio or video recording

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES OF THE PREVIOUS MEETING**
To agree the public minutes and non-public summary of the meeting held on 20 October 2015.

For Decision
(Pages 1 - 4)
4. **REVIEW OF OUTSTANDING ACTIONS**
Report of the Town Clerk.

For Information
(Pages 5 - 6)
5. **IT DIVISION QUARTERLY REPORT**
Report of the Chamberlain. This report will also be considered by the Finance Committee on 15 December 2015.

For Information
(Pages 7 - 14)
6. **AGILSYS SERVICE PERFORMANCE - UPDATE**
To receive a presentation from Agilisisys.

For Information
7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
8. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
9. **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 I of Schedule 12A of the Local Government Act.

For Decision

Part 2 - Non-Public Agenda

10. **JOINT NETWORK REFRESH PROGRAMME FOR THE CORPORATION AND CITY OF LONDON POLICE - PROGRAMME UPDATE AND AUTHORITY TO PROGRESS JOINT LAN AND POLICE WAN PROPOSALS - GATEWAY 4/5 REPORT**
Report of the Chamberlain. This report will also be considered by the Projects Sub-Committee on 26 January 2016.

For Decision
(Pages 15 - 52)
11. **END USER DEVICE REFRESH PROGRAMME - GATEWAY 4/5 REPORT**
Report of the Chamberlain. This report will also be considered by the Projects Sub-Committee on 26 January 2016.

For Decision
(Pages 53 - 104)
12. **UNIFIED COMMUNICATIONS - GATEWAY 2 PROJECT PROPOSAL**
Report of the Chamberlain. This report will also be considered by the Projects Sub-Committee on 26 January 2016.

For Decision
(Pages 105 - 110)
13. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

This page is intentionally left blank

INFORMATION TECHNOLOGY SUB (FINANCE) COMMITTEE

Tuesday, 20 October 2015

Minutes of the meeting of the Information Technology Sub (Finance) Committee held at the Guildhall EC2 at 1.45 pm

Present

Members:

Roger Chadwick (Chairman)	Graham Packham
Jeremy Mayhew (Deputy Chairman)	Chris Punter
Randall Anderson	Deputy John Tomlinson
Nigel Challis	James Tumbridge
Sylvia Moys	

Officers:

Susan Attard	- Deputy Town Clerk
Christopher Braithwaite	- Town Clerk's Department
Peter Kane	- Chamberlain
Graham Bell	- Chamberlain's Department
Simon Woods	- Chamberlain's Department

1. APOLOGIES

Apologies for absence were received from Deputy John Chapman, Deputy Jamie Ingham Clark and Hugh Morris.

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

There were no declarations.

The representatives of Agilisys introduced themselves to the Sub-Committee. The Sub-Committee welcomed the Agilisys representatives to the meeting, and also welcomed Simon Woods, Head of IT, to the Corporation.

3. MINUTES OF THE PREVIOUS MEETING

RESOLVED – That the minutes of the meeting held on 9 June 2015 be approved as an accurate record.

4. REVIEW OF OUTSTANDING ACTIONS

The Sub-Committee considered a report of the Town Clerk which provided an update on the Outstanding Actions from previous meetings.

A Member asked whether the PSN Accreditation of Outlook on mobile devices had been raised with Microsoft. The Chamberlain agreed to raise this with Microsoft.

The Chamberlain also updated Members on the recruitment of senior staff within the IT Department. He advised the Sub-Committee that three of the four management staff had now been recruited, with the recruitment process for the fourth vacancy currently in the final stages.

RESOLVED – That the Sub-Committee notes the report.

5. **RESOLUTION FROM THE HOUSING MANAGEMENT AND ALMHOUSES SUB (COMMUNITY AND CHILDREN'S SERVICES) COMMITTEE**

The Sub-Committee received a resolution from the Housing Management and Almhouses Sub (Community and Children's Services) Committee which sought assurance that officers had the ability to send information to residents quickly and effectively.

The Town Clerk advised that the Chamberlain's Department had ensured that officers had been provided with appropriate equipment and software to ensure that residents could be informed of issues quickly and effectively. This had been done to the satisfaction of the Housing Management and Almhouses Sub (Community and Children's Services) Committee

RESOLVED – That the Committee notes the motion of the Management and Almhouses Sub (Community and Children's Services) Committee

6. **AGILISYS MANAGED SERVICE - YEAR 2 PERFORMANCE REVIEW**

The Sub-Committee considered a report of the Chamberlain which provided a review of the second year of the Agilisys Information Technology Contract.

The report was supplemented by a presentation by the Chamberlain and representatives of Agilisys. The presentation provided information of the original intentions of the contract with Agilisys, progress made in years one and two of the contract, plans for year three of the contract and upcoming projects.

The Chairman noted that there had been significant improvement over the last year. The Chairman also noted that it was vital that the Corporation kept up to date with current technology, and suggested that IT resources should be considered to be a consumable now, rather than an investment, as IT equipment was no longer likely to be a viable resource for more than three years.

The Chairman requested that the IT Newsletter be circulated to Members, as well as Officers.

Members asked a number of questions regarding the report.

In response to a question about whether the Corporation was required to use Microsoft products, the Chamberlain explained that there was not a requirement to do this beyond the current contract, and other providers would be considered when this contract came due for renewal. The priority would be ensuring the best deal and best service for the Corporation. Agilisys representatives explained that Microsoft remained the market-leader in

enterprise software for business. Agilisys explained that one of their clients had desired to move away from Microsoft, but after using a competitor's products, was now moving back to Microsoft.

A Member commented that while there were potential issues with 'lock-in' with Microsoft, Oracle products were likely to provide a bigger risk in this area.

In response to a question about storage and server costs, the Chamberlain explained that the contract was in budget for these areas, which were assessed on a pay as you go basis. However, he explained that retention of information was an area which needed consideration by the Corporation, as the current procedures of retaining all relevant electronic information indefinitely would lead to large increases in costs of storage over the life of the Agilisys contract. The Chamberlain also explained that there were potential implications under the Data Protection Act for retaining information indefinitely.

In response to a question about Agilisys' plan to move the Service Desk Function for the Corporation to Rochdale, the Agilisys representatives explained that the Service Desk in Rochdale was expected to provide a better service to the Corporation.

In response to a question about apprenticeships, the Agilisys representatives admitted that they were behind schedule on the target to create 100 apprenticeships throughout the contract, having created 20 so far. However, there were six events scheduled throughout the third year of the contract to seek to increase the number of apprenticeships created through the contract, and a further review of apprenticeships would take place in March 2016. It was also noted that Agilisys had created Arch Apprenticeships to improve the quality of apprenticeship programmes in IT and Digital Marketing. This organisation had created over 600 apprenticeships over two and a half years and was now the major supplier of apprentices to organisations such as Google and Barclays in the UK.

In response to a question about Application Support and the number of bespoke applications the Corporation had, the Agilisys representative explained that support was provided for around 650 applications, a proportion of which were bespoke. The Chamberlain explained that managing these Applications would require a detailed handover, and therefore discussions would begin regarding the extension of the Agilisys contract (for a two year period, in line with the contract) would begin in the near future.

In response to a question about the Police IT infrastructure risk, the Chamberlain explained that this remained a red risk on the Corporation's Risk Register. The Chamberlain explained that this would remain a red risk until the IAAS project was completed for the Police, which was targeted for completion in December 2015. Following that, it was expected that the risk would reduce to amber. Further significant work to improve the Police IT network would be required to reduce this risk to green.

RESOLVED – That the Committee notes the report and thanks Agilisys for their presentation.

7. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE

There were no questions.

8. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no items of urgent business.

9. 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.

10. NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE

There were no non-public questions.

11. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

There was no items of non-public urgent business.

The meeting closed at 2.50 pm

Chairman

Contact Officer: Chris Braithwaite
tel.no.: 020 7332 1427
christopher.braithwaite@cityoflondon.gov.uk

INFORMATION SYSTEMS SUB COMMITTEE – OUTSTANDING ACTIONS – PUBLIC MINUTES

Meeting Date	Minute	Action and target for completion	Department responsible	Progress update
20 October 2015	ORACLE PROGRESS REPORT	Oracle Project closure report will be presented to the Sub-Committee in December 2015.	IT Team – Chamberlain’s Department	Oracle Project Closure report is being finalised and will be presented to the Grand Committee in January 2015 (and the Sub-Committee in March 2015 if required).
20 October 2015	IT REFRESH	Gateway 5 Report on the End User Device Renewal Programme to be presented to the Sub-Committee in December 2015.	IT Team – Chamberlain’s Department	Report included on agenda.
20 October 2015	HEAD OF IT REPORT - TECHNOLOGY ROADMAP	Technology Roadmap, End User Device and Network Replacement Gateway 5 Reports will be submitted to the Sub-Committee.	IT team, Chamberlain’s Department	Report included on agenda.
20 October 2015	MICROSOFT OUTLOOK FOR IPADS	Members have been advised that Microsoft Outlook on iPads is not PSN Compliant. Members asked for this issue to be raised with Microsoft.	IT team, Chamberlain’s Department	The Chief Information Officer will provide a verbal update on this issue at the meeting.
20 October 2015	RECRUITMENT OF SENIOR STAFF	Members were advised that three of the four management staff within the IT Department had now been recruited, and the fourth was in the final stages of recruitment.	IT team, Chamberlain’s Department	Information is included within the Quarterly Departmental Update report.
20 October 2015	IT NEWSLETTER	The IT Newsletter to be circulated to Members, as well as Officers	IT team, Chamberlain’s Department	The next IT Newsletter will be published in early December 2015 and will be forwarded to Members.

This page is intentionally left blank

Agenda Item 5

Committee:	Date:
Information Technology Sub Committee Finance Committee	15 December 2015 15 December 2015
Subject:	Public
Information Technology Division – Quarterly Update	
Report of:	For Information
The Chamberlain	

Summary

The IT Division continues to operate under significant load and this last quarter has seen a number of major milestones passed in a challenging period for the IT Division.

Since the last update we have completed the Agilisys 2 year review with IT Sub Committee. Whilst acknowledging there are service issues yet to resolve, this review recognised progress made and the opportunity for innovation that will come from the three priority projects currently progressing through Member Governance.

These projects will transform our IT Service by renewing our end user devices, creating a robust and resilient shared network across the Corporation and Police, as well as modernising our telephony and communications systems.

We did have major service incident when power was cut to the Justice Rooms Data Centre on the 23rd of November resulting in an outage from 13:00. City Surveyor's reinstated power just after midnight and service was restored by Agilisys in time for the start of the next working day. A further planned downtime is required to complete remedial work on the power supply and a major incident report is being prepared.

The Oracle Steering Group agreed the closure of this project in October, delegating a number of defects and functional reports to overseen by a project board and delivered by the business areas. This work is nearing completion and should be finished in Dec. The Closure Report for the Oracle Projects will be presented to the Committee in January 2015.

The Police Service transition continues at pace and is working towards completion in Jan 2016. Steps have also been taken to mitigate the red risk around the Police IT Service and these changes were in place during October. The IT Service Risk in the Corporation and the Police will be aligned in January and remain at a managed Amber while the 3 Priority Programmes are implemented.

Superfast City is progressing well, with Golden Lane due to go live in January and BT progressing plans for a Fibre to the Cabinet roll out to provide broader coverage. The Wireless concession continues its procurement process to plan and the first set of detailed responses are now being evaluated.

Recommendation

Members are asked to note this report.

Main Report

IT Division and the Agilisys Strategic Partnership

1. The October IT Sub Committee completed a 2-year review of the Strategic Partnership with Agilisys. The review concluded that the relationship with Agilisys remains on a positive footing, with Members noting improvements made over the last year and planned for the coming year, as well as opportunities for a more innovative approach going forward.
2. An innovative approach is at the heart of the three priority programmes, which will transform our IT Service by renewing our end user devices, creating a robust and resilient shared network across the Corporation and Police and modernising our telephony and communications systems.
3. Through these projects, we will provide staff with a consistent user experience across all parts of the organisation, a set of modern IT equipment fit for the role being performed supported by a renewed communications system, which connects every part of the organisation and enables collaboration and joint working. Building on some of the changes we have already made, these projects will put a foundation in place to support different and more flexible ways of working and enable both the Corporation & Police Transformation Programmes.
4. In September, we undertook to complete the design for two of these priority programmes and prepare a suitable approach for the third. Gateway Reports for these have been submitted and will be considered by the IT Sub Committee and Project Sub Committee during Dec / Jan and are briefly described below:
 - **End User Device Renewal GW 4/5** - This report recommends a strategic approach that will significantly improve the end user experience and ensure the Corporation is aligned to Microsoft best practice and future-proof our technology. We propose the replacement of all user devices over the course of 2016 using a role-based approach, as well as fully redesigning our supporting systems.
 - This programme represents much more than an end user device renewal programme, as it:
 - Will address our remaining performance issues
 - Is an end-to-end solution – hardware, software, support and end user productivity
 - Is the implementation of a 21st Century managed desktop environment
 - Represents a significant step forward in the provision of IT services to our end users
 - Will lead to implementation of Microsoft best practice for Corporate IT
 - Is a sustainable and future proof roadmap
 - Is a key readiness criteria for future options including Office 365
 - Enables collaboration and flexible working

- The recommended approach will deliver significant benefits for all our stakeholders. It addresses the requirements for flexible working and end user collaboration. It is also a key enabler for us to service the collaboration agenda across the supporting agencies e.g. CoLP and NHS.
 - **Joint Network Refresh Programme GW 4/5** – The JNPR is built on a “wireless first” principle, and will provide a robust, resilient, and secure shared network infrastructure across CoL and CoLP. This innovative design will facilitate shared working and will intelligently manage the access for users to datasets based upon role and location. It will also provide for a guest Wi-Fi solution to support joint working with external partners and hosted events.
 - **Unified Communications GW 2** – A Unified Communications programme is currently under development and this paper proposes a pilot to test functionality available against the requirements of the business. Once scope and priorities are agreed this project will provide new functionality to the organisations that will go further to support flexible working. It will improve the resiliency of our telephony system and continues the approach of separating our operational properties from our IT Infrastructure; this removes a reliance on fixed assets (desktop telephones) to enable agile delivery of desktop and telephony services.
5. A fourth priority project is being developed around the consolidation and rationalisation of our Corporate Systems. This will build on progress already made and the rationalisation of the local applications provided by the End User Device Programme to rationalise the core applications that support the Corporation. Working with the business areas, we will define a roadmap for each system and initiate a number of specific projects to upgrade and consolidate. Further Gateway Reports on this will come to Committee in the 1st Quarter of 2016.
 6. We have also reviewed the current arrangements for application support with Agilisys. Together we have investigated the possibility of a wholesale outsourcing of these teams, however in their current form this is not a commercially viable proposal. We are now working on a plan to pass a number of standard functions to Agilisys and consolidating the remaining retained function under a single team and leadership. This will realise a stronger team with better interfaces with both the business and Agilisys. Members will be updated on progress on this for the March IT Sub Committee.
 7. The Agilisys contract is now 2.5 years through a 5-year initial term, with an option to extend for a further 2 years. A replacement service or contract would take c18months to put in place, so a decision on this extension needs to be made in early 2016. We will bring a paper to IT Sub Committee in March 2016 with a recommendation on whether to take up the 2-year extension.
 8. There is a cost pressure in the Agilisys contract around growth in the usage of the utility priced aspects of the service, storage and server resource. This risk of growth was highlighted at the start of the contract and the cost pressure has

been noted in recent Committee Reports. We are seeking to contain the current pressure within the local risk budget this year and will report the progress made in containing these costs to IT Sub Committee in March.

9. We previously reported to Committee that 4 key roles in the IT management team were unfilled, namely the Head of IT, Project Management Office Lead, Contract Manager and Head of Police IT Service. Three of these roles are now filled and the remaining Contract Manager role starts in early January. This new team is already making a very positive change and we are making substantial improvements to our engagement with the Business, our Communications, the delivery of our projects, our Service Management and how we manage our contracts, including Agilisys.
10. We are also working with Agilisys to define a strategic resourcing plan to reduce the IT Divisions requirements for Contractors and most efficiently resource the significant demands of the major programmes both underway and about to be started.

Data Centre Power Outage

11. There was a major interruption to our IT Service on Monday the 23rd of November. Power was cut to our Data Centre in the Justice Rooms from 13:00 on Monday.
12. Our City Surveyor colleagues worked to restore the supply as quickly as possible, however a number of issues meant that this could not be achieved till after midnight. Once power was restored, the IT Division and Agilisys worked overnight to re-establish services for the start of the working day on Tuesday.
13. Further work is required to address some remaining power issues and a planned downtime is being finalised, which will be communicated shortly. A major incident report is being prepared by City Surveyor, IT Division and Contingencies team. This will detail the course of events and the lessons learned.
14. We are in the process of decommissioning the Justice Room Data Centre. The vast majority of our systems are now housed in the Infrastructure as a Service Data Centre (IaaS), which is independent of Guildhall. However a number of critical pieces of infrastructure, mainly around our network and telephony, are still in this room and the power cut meant users in Guildhall could not access the IaaS based systems. The three priority programmes will remove the remaining dependency on this room.

Oracle Project Closure

15. The Oracle Project closure was agreed with Oracle Steering Group. A number of remaining actions were tasked to the Chamberlains Department and the business areas to complete, largely around deployment of developed report functionality and the resolution of a number of remaining defects. This work is progressing well and all major functionality will be deployed over the next

month. Defects have largely been dealt with and will be complete on a similar timescale.

16. A Project Closure report is being prepared and will be presented to the Committee in January. This will also be considered by the Projects Sub (Policy and Resources) Committee. A benefits realisation review will also be taken forward in the early part of 2016.
17. The Oracle service has now bedded in and is running reliably.

IT Risks

18. The IT Service has two Corporate risks, one related to IT Service Provision and the other related to Information Security. The position across each is summarised below.
19. The IT Service Provision risk covers both Police and Corporation and is currently red, specifically in relation to the position of the Police IT Estate. This risk has been partially mitigated by the implementation of back up storage and spare network equipment. However, in discussion with Police leadership, the risk remains in a red position due to the continued risk of an interruption of service.
20. This risk will be further mitigated with the completion of the Police migration to the Infrastructure as a Service in Dec / Jan; it will then move to a managed amber position. From this point on, the Police and Corporation risk will be aligned and will move to a green position once the Joint Network Refresh Programme has renewed the network infrastructure. This work is due for completion in Dec 2016.
21. The Information Security Risk is specific to the Corporation and is currently in an amber position. However a number of significant steps have been taken to strengthen our information security position during 2015, including:
 - Staff across the Corporation have been through Anti-Fraud and Data Protection training
 - We have conducted a series of IT Health Checks and gained PSN accreditation
 - We work closely with the Police to benefit from their well-developed and rigorous approach to information security
 - Renewed Information Management and Governance Strategy and Policies have been published on the Intranet and will be finalised in early 2016
 - Cyber Security & Risk Management development workshop for Members is planned for February 2016
22. This risk will move to a green position once the actions are complete and the business areas have defined system owner and data retention policies for systems that contain sensitive information. This work will progress in 2016.

23. Both risks will be subject to frequent review and will progressively improve as we move through 2016. We will report our risk position at the next IT Sub Committee and provide Quarterly Updates.

City of London Police

24. The Police IT service continues to improve as Agilisys complete the implementation of their mandatory projects. The majority of these projects are now complete, as per the original plan.
25. The largest of these is the migration to Infrastructure as a Service, which moves Police IT Systems into a secure off site data centre and a new infrastructure. The first migrations onto this platform have been successfully completed and the rest of the systems will complete their moves during Dec and Jan.
26. As noted above the Police IT service operates under a red risk until this work is complete. It will move to amber at completion and to green once the network infrastructure has been renewed, which is covered by the Joint Network Refresh Programme.
27. We are also supporting the Police on a number of their change programmes, including:
 - Accommodation Project
 - New National Fraud System Implementation
 - Mobile working Project
 - Various telephone and networking upgrades
 - Crime, Case, Custody & Intelligence (CCCI) replacement.
 - Ring of Steel replacement
 - Airwave Replacement

Superfast City Programme

28. The Superfast City Programme aims to engage and incentivise telecommunications providers to invest in providing affordable, superfast broadband services to the Square Mile and to increase the coverage and capacity of mobile coverage in the City. The Programme has been running since November 2014, when it was approved by the Policy & Resources Committee.
29. On the wired work stream, BT are now working through a plans to implement 16 new cabinets in 2015/16 and a further 7 cabinets in 2016/17. The first of these will go live in early 2016 and over the course of the next 2 years this roll out will make a significant difference to connectivity for SME's and residents in the City.
30. Golden Lane has now had the Fibre to the basement equipment installed and BT have stated these will go live in January. BT have also requested access to the Towers in the Barbican to survey them for potential addition to this service.

31. On the wireless work stream, our competitive dialogue process has received the first detailed vendor responses and we are now moving into the evaluation of these. The plan remains on track to award the Concession from May/June 2016.

Conclusions

32. The IT Department continues to deal with a challenging workload. For the Police, the key challenge is to meet the demands of their ambitious change programme and for the Corporation, aspects of our IT Service still need to improve and we need to strengthen our service resilience.
33. However, good progress has been made on a number of major activities: improvement in service performance, the closure of Oracle Project and the Gateway Reports for the 3 Priority Programmes.
34. Our IT resourcing is also now in a much more stable state. The new management team is becoming more effective and making tangible improvements to our engagement and project and service delivery. We are also working closely with Agilisys to reduce our requirement for contractors, moving to a more stable model of long-term resource supplementing our permanent staff.
35. Our partnership with Agilisys remains positive. With the service improvements and projects planned, we anticipate a much improved service capable of supporting the ambitious goals of both the Corporation and the Police to be in place through 2016.

Graham Bell, Chief Information Officer.
Tel: 0207 332 1852
Email: graham.bell@cityoflondon.gov.uk

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank