



Digital Services Committee

Date: WEDNESDAY, 19 JULY 2023
Time: 1.45 pm
Venue: COMMITTEE ROOMS - WEST WING, GUILDHALL

Members:

Dawn Wright (Chair)	Eamonn Mullally (Ex-Officio Member)
Deputy Randall Anderson (Deputy Chairman)	Judith Pleasance
Aaron Anthony Jose Hasan D'Souza	Paul Singh
Mary Durcan (Ex-Officio Member)	James Tumbridge
Alderman Professor Emma Edhem, City of London Police Authority Board (Ex-Officio Member)	Caroline Haines (Ex-Officio Member)
Alderman Sir Peter Estlin	Ian Bishop-Laggett
Alderman Timothy Hailes	

Enquiries: Blair Stringman
Blair.Stringman@cityoflondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe all virtual public meetings of the City of London Corporation by following the below link:

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

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the meeting held on 24 May 2023.

For Decision
(Pages 5 - 8)

4. **FORWARD WORK PROGRAMME**

Report of the Chief Operating Officer.

For Information
(Pages 9 - 10)

5. **DATA MATURITY ASSESSMENT - FINDINGS AND RECOMMENDATIONS**

Presentation by Hitachi, to be heard.

For Information

6. **DEPARTMENT FILE SHARE MIGRATION**

Report of the Chief Operating Officer.

For Information
(Pages 11 - 16)

7. **REVENUE OUTTURN 2022-23**

Joint report of the Chamberlain and Chief Operating Officer.

For Information
(Pages 17 - 20)

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

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

10. **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 Items

11. **DITS RISK UPDATE**

Report of the Chief Operating Officer.

For Information
(Pages 21 - 28)

12. **CYBER SECURITY**

Report of the Chief Information Security Officer.

For Information
(Pages 29 - 70)

13. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

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

Part 3 - Confidential Items

15. **SERVICE TRANSITION PROGRAMME**

Report of the Chief Operating Officer.

For Information

This page is intentionally left blank

DIGITAL SERVICES COMMITTEE

Wednesday, 24 May 2023

Minutes of the meeting of the Digital Services Committee held at Guildhall, EC2 on Wednesday, 24 May 2023 at 1.45 pm

Present

Members:

Dawn Wright (Chair)
Deputy Randall Anderson (Deputy Chairman)
Mary Durcan (Ex-Officio Member)
Deputy Madush Gupta
Alderman Timothy Hailes
James Tumbridge

Officers:

Anna Clarke	- Department of the Chief Operating Officer
Sam Collins	- Department of the Chief Operating Officer
Zakki Ghauri	- Department of the Chief Operating Officer
Matt Gosden	- Department of the Chief Operating Officer
Emma Moore	- Department of the Chief Operating Officer
Melissa Richardson	- Deputy Town Clerk's Department
Blair Stringman	- Deputy Town Clerk's Department

1. APOLOGIES

Apologies were received from Alderman Sir Peter Estlin and Eamon Mullaly.

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

There were no declarations.

3. ORDER OF THE COURT OF COMMON COUNCIL

The Committee received the order of the Court of Common Council held at the Guildhall of the City of London on Thursday 27th April 2023, which appointed the Committee until the first meeting of the Court in April 2024 and approved its terms of reference.

RESOLVED – That, the order be noted.

4. ELECTION OF CHAIRMAN

The Committee considered the report to elect a Chairman in accordance with Standing Order No. 29.

The Committee received an Expression of Interest from Dawn Wright to be elected as uncontested Chair of the committee.

RESOLVED - That Dawn Wright be declared as Chair of the Committee for the ensuing year.

5. **ELECTION OF DEPUTY CHAIRMAN**

The Committee considered the report to elect a Deputy Chairman in accordance with Standing Order No. 30

The Committee received one Expression of Interest from Deputy Randall Anderson to be elected as uncontested Deputy Chair of the committee.

RESOLVED - That Deputy Randall Anderson be declared as Deputy Chair of the Committee for the ensuing year.

6. **MINUTES**

RESOLVED: That the public minutes and non-public summary of the meeting held on 25 January 2023 and 22 March 2023 be approved as an accurate record.

6.1 **Draft Minutes of the Digital Services Committee held on 25 January 2023**

RESOLVED: That the public minutes and non-public summary of the meeting held on 25 January 2023 be approved as an accurate record.

6.2 **Draft Minutes of the Digital Services Committee held on 22 March 2023**

RESOLVED: That the public minutes and non-public summary of the meeting held on 22 March 2023 be approved as an accurate record subject to the amendment of James Tumbridge recorded apologies.

MATTERS ARISING

The Committee received a presentation from Hitachi representatives Jonathan Scott and Oliver Glassmann.

The following topics were discussed:

- Typical Challenges with data
- Unlocking the value in data
- Data & Analytics Assessment Objectives
- Assessment Workshops
- Workshop Participation

RESOLVED – That, the presentation be noted.

7. **FORWARD PLAN**

The Committee received a report of the Chief Operating Officer regarding the Forward Plan.

RESOLVED – That, the Forward Plan be noted.

8. **DITS SERVICE DELIVERY SUMMARY**

The Committee received a report of the Chief Operating Officer regarding a service delivery summary on Digital Technology Services at the Corporation.

RESOLVED – That, the report be noted.

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

There were no questions.

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

There was one item of urgent business which was table for decision regarding Member Governance Enterprise Resource Planning Delivery.

RESOLVED – That,

- a) Members endorse and approve Digital Services Committee as the lead committee for the Enterprise Resource Planning (ERP) solution.
- b) Members endorse the continuation of the ERP Member Steering Group, comprising of members from each Committee/Board for strategic oversight of the responsibilities undertaken by the ERP Project Board.

11. **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 the Schedule 12A of the Local Government Act.

12. **NON-PUBLIC MINUTES**

RESOLVED – That, the Non-Public Minutes of the meeting held on 22 March 2023 be agreed as a correct record.

13. **DITS RISK UPDATE**

The Committee received a report of the Chief Operating Officer.

14. **CONNECTIVITY / UX ISSUES SUMMARY**

The Committee received a report of the Chief Operating Officer.

15. **CYBER SECURITY**

The Committee received a report of the Chief Operating Officer.

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

There were no non-public questions.

17. **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 other non-public business.

18. **MINUTES**

RESOLVED – That, the Confidential Minutes of the meeting held on 25 January 2023 be agreed as a correct record.

19. **SERVICE TRANSITION PROGRAMME**

The Committee received a report of the Chief Operating Officer.

The meeting ended at 3.15pm

Chairman

Contact Officer: Blair Stringman
Blair.Stringman@cityoflondon.gov.uk

Digital Services Committee (DSC) – Work Programme 2023/24

	19 July 2023	20 September 2023	22 November 2023	17 January 2024	18 March 2024	13 May 2024
Standing Items	Minutes from previous meeting DSC Forward Agenda DITS Service Delivery Summary Risks Security Update	Minutes from previous meeting DSC Forward Agenda DITS Service Delivery Summary Risks Security Update	Minutes from previous meeting DSC Forward Agenda DITS Service Delivery Summary Risks FCCRAS – final tech designs Security Update	Minutes from previous meeting DSC Forward Agenda DITS Service Delivery Summary Risks Security Update	Minutes from previous meeting DSC Forward Agenda DITS Service Delivery Summary Risks Security Update	Minutes from previous meeting DSC Forward Agenda DITS Service Delivery Summary Risks FCCRAS update Security Update
Strategic Items for Decision	Data Strategy – Hitachi to attend	DITS Key Performance Indicators for 2023/24 Customer Service COLC Future Technology State New PPM Tool	Customer Service Cross-Corporation Cyber Security Baseline Cross-Corporation Cyber Security Strategy Security Management migration	Draft COO and DITS Business Plan for 2024/25 Cross-Corporation Cyber Security Standards	Cross-Corporation Cyber Security MDR Service	
Reporting for Information	Revenue Outturn 2022-23 Transition Update H Drive Migration	DITS Business Plan Update (Mar-Aug) Co-Design Update ERP End of Agilisys contract - review	Application Rationalisation report IT Profession Update	Departmental Budget Estimates	DITS Business Plan Update (Sep-Feb)	
Other Committee Business				Annual Review of the Committee’s Terms of Reference		

This page is intentionally left blank

Agenda Item 6

Committee(s): Digital Services Committee – for information	Dated: 19 th July 2023
Subject: Department File Share Migration	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	8, 9, 10
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: The Chief Operating Officer	For Information
Report author: Sam Collins, Assistant Director	

Summary

The project to remove the use of the Departmental File Shares has several key drivers including ensuring compliance, financial savings (approx. £40k per annum) and supporting the effective management of unstructured data. Regular engagement with departments has been critical to ensuring that the ‘review and cleanse’ activity is being undertaken, and nearly 400 staff have now attended SharePoint training to support the management of their files in SharePoint. The project is progressing well with the File Shares of the ‘small departments’ (less than 200GB) having been successfully decommissioned. The project is targeting the end of August to have all Departmental File Shares decommissioned and the Project Team continues to engage with departments, providing guidance and training where necessary.

Recommendations

Members are requested to note the content of the report.

Main Report

Background

1. In 2018/19 the City of London Corporation embarked on a programme of ‘IT Transformation’ to modernise the core technology stack utilised within the

organisation. This included the migration to Office 365, OneDrive for personal file storage and SharePoint Online. Overall, the programme was successful in transforming some of the organisation's core technologies, however the main unstructured file repositories, the Corporate File Share and Departmental File Shares, were not in scope of the programme and have remained in existence. These file shares were migrated to Microsoft Azure as part of the wider migration project; however, they have remained in their present form more than 20 years.

Current Position

2. At the start of 2022/23 a project commenced to decommission the Corporate File Share. Historically this location was used to share files and support collaboration between departments, however with the introduction of OneDrive, SharePoint and more recently Teams, the File Share was made redundant. In December 2021 the File Share contained 1.8m files totalling 1.6TB, many files were originally shared by staff that had left the City of London Corporation.
3. The project delivered a communications campaign including global and targeted communications activity, supported departments and individuals to review their files, and migrated those still required to an alternative location (OneDrive, SharePoint, or Teams). The Corporate File Share was finally decommissioned in August 2022, following a period of being 'read only' to prevent files being saved or updated in this location.

Proposal

4. The Project to move away from the use of the Departmental File Shares began in earnest in February 2023 with the initial communications and engagement with departments. Many City Corporation departments still use the Departmental File Shares daily; therefore, the overall project was expected to be significantly more challenging and complex.
5. There were several significant drivers for the migration, including the need to thoroughly review and cleanse the Departmental File Shares, with a considerable number of files not being stored in compliance with the City Corporate Data Retention Schedule or the requirements of the UK Data Protection Act. There is also a financial driver as the City Corporation's allocated SharePoint storage was significantly under-utilised and came at no additional cost as part of Microsoft licensing. By comparison, the Departmental File Shares cost around £40k per annum in Azure storage costs.

6. Another key driver, aligned to the ongoing work on Data Maturity, is the need for the City Corporation to improve the management and use of its unstructured data. SharePoint provides the opportunity to develop the use of metadata (data about data), automate file retention policies, securely share internally and externally, co-author files simultaneously and in the future, gain a much better understanding of the use and potential risks associated with the City Corporation's unstructured file storage.
7. A key theme for DITS this year is to reduce complexity across the IT estate, and this project represents an opportunity to consolidate unstructured storage within SharePoint and Teams and decommission the legacy File Shares. Moving forward this will allow DITS to focus efforts on supporting staff to utilise best practice in their use of SharePoint and Teams and enable better transparency on how these are being used with Microsoft discovery tools such as Microsoft Purview and the various Admin Centres.
8. The Project Team have placed a significant emphasis on engagement with departments and providing guidance and training to enable staff to make better use of SharePoint and the features available. Although the project is technology based, the physical migration of the files is the most straightforward element, with more significant effort required in working with departments to review and cleanse their files and develop their knowledge and confidence in using SharePoint.
9. The Departmental File Share project has been broken down in to three categories of Small (less than 200GB), Medium (between 200GB and 1TB) and Large (greater than 1TB) of storage consumption. The categories have been planned across three phases of delivery with Small (7 departments) completing H Drive deletion on the 20 June, Medium (12 departments) on the 25 July and Large (12 departments) on the 23 August.

Key Data

- 6 Departments (1 department moved to Large due to time constraints) in small category have been successfully deleted.
- 8 Departments in Medium categories, following up on making their File Shares read only. The remaining 4 Departments are in discussion with the project team regarding migration timelines.
- All Departments in the Large category are in the review and cleanse phase. HR, Chamberlains, LMA and City Surveyors are progressing well, and engagement continues.

- 7 migrations have been completed, with a further 54 scheduled out of an estimated total of 150 folders.
- HR 'Personnel folders' successfully migrated and have been set to read only.
- SharePoint User Training – 344 attendees across 7 sessions since April.
- SharePoint Site Owner Training – 47 attendees across 3 sessions since April.

Corporate & Strategic Implications

Strategic implications – The Departmental File Share Project represents one of several projects and activities to develop the 'Data Maturity' of the City of London Corporation. This activity is intended to ensure that the City Corporation remains compliant and cost effective in the way it manages data, but also that in the longer-term greater value is derived from data to make better data driven decisions. The project also supports the DITS strategic theme of reducing complexity across the IT estate.

Financial implications – The decommission of the Departmental File Shares should realise a saving of approximately £40k per annum.

Resource implications – The Project is being delivered utilising existing staff within the Digital, Information and Technology Service, with support from the Transformation and Improvement Team. Engagement and effort from Departments is also essential to ensuring the files are carefully reviewed and cleansed prior to migration, as well as other activities such as attending SharePoint training. The Project Team recognises the workload and capacity limitations of certain departments and remains supportive and flexible to deadlines where possible.

Legal implications – More effective management of unstructured files should promote better compliance with the City of London Corporation's Data Retention Schedule and related legislation such as the UK Data Project Act.

Risk implications – There is a risk that the project will impact upon departmental service delivery due to a lack of capacity. The Project Team recognises the workload and capacity limitations of certain departments and remains supportive and flexible to deadlines where possible. There is also a risk the Corporate Records or required files may be deleted. This is being mitigated by retaining the drives in a 'read only' state for a period of months, as well as increasing the back-up policy for the File Shares to 6 months.

Equalities implications - None

Climate implications – None

Security implications -

Conclusion

10. The project to remove the use of the Departmental File Shares is progressing well with the File Shares of the 'small departments' (less than 200GB) having been successfully decommissioned. The project is targeting the end of August to have all Departmental File Shares decommissioned and the Project Team continues to engage with departments, provide guidance and training where necessary.

Appendices

None

Contact

Sam Collins

Assistant Director - Digital and Data
Digital, Information and Technology Service, Operations

E: sam.collins@cityoflondon.gov.uk

This page is intentionally left blank

Committee: Digital Services Committee	Dated: 19 th July 2023
Subject: Revenue Outturn 2022/23	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	n/a
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain’s Department?	n/a
Report of: The Chamberlain & The Chief Operating Officer	For Information
Report authors: John James, Chamberlain’s Department Samantha Kay, Chief Operating Officer’s Department	

Summary

This report details the revenue outturn in 2022/23 for your committee. The total net expenditure, for the year, was £9.942m compared to the final budget of £9.836m an overspending of £106,000 or 1%. This is mainly due to not recovering as much employee costs from capital projects as anticipated due to project slippage.

Recommendation(s)

It is recommended that Members note:

- i. the revenue outturn for 2022/23; and
- ii. the agreed central risk budget carry-forwards into 2023/24, amounting to £149,000.

Main Report

Revenue Outturn for 2022/23

1. The revenue outturn is measured against the final 2022/23 budget for your committee of £9.836m. The original budget of £8.020m was agreed by Finance Committee in January 2022. The subsequent approved budget adjustments of £1.816m that comprise the final budget are set out at Appendix 1
2. The revenue outturn position for 2022/23 is a net expenditure of £9.942m. This is an overspending of £106,000 compared to the final budget of £9.836m. Members should note that during the year the basis of delivery of the service change from an externalised service to one delivered ‘in house’. This has produced some significant variances against individual budget lines, as costs are now met in the first instance by the service and then recovered from the City Police rather than the City Police being billed directly by Agilisys. Overall, this did not, as was anticipated, have much impact on the bottom line.

3. The service overspent by £243,000 against local risk budget but this overspending was covered by underspendings on the Chief Operating Officer's other services. Across all services, the Chief Operating Officer was underspent for the 2022/23 year.
4. The summary below details to the relevant variances. For clarity the element that has been recovered from the City of London Police has been shown separately so the true variances can be more easily seen.

Summary Comparison of 2022/23 Revenue Outturn with Final Budget							
COO	Final Budget	Revenue Outturn	Less recovered from COLP	Adjusted Outturn	Variance	Variance	Note
	£'000	£'000	£'000	£'000	£'000	%	
Local Risk							
Expenditure							
Employee Costs	(3,528)	(4,379)	(1,088)	(3,291)	237	(7)%	i
Transport related	0	(1)	0	(1)	(1)	n/m	
Supplies and Services	(5,477)	(9,897)	(4,478)	(5,419)	58	(1)%	ii
Unidentified Savings	226	0	0	0	(226)	n/m	iii
Sub Total	(8,779)	(14,277)	(5,566)	(8,711)	68	(1)%	
Income							
Other Grants, Reimbursements and Fees and charges	0	5		5	5	n/m	
Recharges staff to Capital Projects	200	5,909	5,566	343	143	72%	iv
Sub Total	713	254		254	(459)	(64)%	v
Sub Total	913	6,168	5,566	602	(311)	(52)%	
Total Local Risk	(7,866)	(8,109)	0	(8,109)	(243)	3%	
Central Risk							
Employee Costs	(98)	(98)	0	(98)	0	0%	
Premises -SRP	(869)	(869)	0	(869)	0	0%	
Supplies and Services	(593)	(444)	0	(444)	149	(25)%	vi
Total Central Risk	(1,560)	(1,411)	0	(1,411)	149	(10)%	
Recharges							
Central Recharges	(410)	(422)		(422)	(12)	3%	
Total Recharges	(410)	(422)	0	(422)	(12)	3%	
Net Expenditure	(9,836)	(9,942)	0	(9,942)	(106)	1%	

5. The principal reasons for the variations are set out below:

Local Risk:

- i After excluding additional staff costs incurred and recovered from the City Police, there was a net underspending on the salary budget due to posts held vacant to meet the unidentified savings provision (see iii below)
- ii After excluding the costs recovered from the City Police, there was a small overspend for computer hardware, mainly for London Councils. This cost was recovered and is part of the additional income shown below (see iv below)

- iii The unidentified savings line relates to savings to be made following the TOM and the Fundamental Review, which were not identified when budgets were set. This was achieved through 2022/23.
- iv The additional income, after excluding the recovery of costs from the City Police, largely relates to recovery of costs from London Councils.
- v There was a lower than anticipated recovery of staff time principally due to slippage on the ERP project, and to some staff being coded directly to projects rather than recharged.

Central Risk:

- vi The underspending relates to an underspending against the E5 licences implementation project due to delays in the project. A carry-forward of the unused funds was requested to fund completion of the telephony migration, IT security and Power BI projects as set out below.

Budget Carry- Forwards

- 6. The Chief Operating Officer requested that the £149,000 underspending on central risk be carried forward in 2023/24. This has now been agreed. The split is as follows:
 - Completion of Telephony Migration - £30,000
 - IT Security - £69,000. This is finalising the implementation of Sentinel to help mitigate Corporate Risk 16.
 - Power BI & Data Maturity - £50,000. This is for training of the team following IT Service Transition and Data Maturity Assessment.

Appendices

Appendix 1 – Approved Budget Adjustments for the 2022/23 Budget

Contact details:

John James
Chamberlain's Department
john.james@cityoflondon.gov.uk

Samantha Kay
Chief Operating Officer's Department
Samantha.Kay@cityoflondon.gov.uk

Appendix 1

Movement of Original Budget 2022/23 to Final Budget 2022/23

Approved Budget Adjustments

<u>Local Risk</u>	£'000	£'000
Original Local Risk Budget		(7,610)
Add :		
Agreed c/fwd from 2021/22 for Data, Security & Info architecture	(173)	
Agreed c/fwd from 2021/22 for Head of IT & capacity manager	(213)	
Pay award July 2022	(98)	
		(484)
Less:		
Transfer Provison for E5 licences to central risk	140	
Transfer Head of Police IT to Police	88	
		228
Final Local Risk Budget		<u>(7,866)</u>
<u>Central Risk</u>		
Original Central Risk Budget		0
Add :		
Redundancy provision	(98)	
Provision for Supplementary Projects**	(869)	
Agreed c/fwds from 2021/22 for E5 licences	(453)	
E5 Liceneces provision from local risk	(140)	
		(1,560)
Final Central Risk Budget		<u>(1,560)</u>
<u>Recharges</u>		
Original Budget - no changes		<u>(410)</u>
<u>Summary</u>		
Original Budget 2022/23		(8,020)
Final Budget 2022/23		<u>(9,836)</u>
Increase		<u>(1,816)</u>

** These are project costs that cannot be capitalised so have to be charged to revenue at year end. They include costs for Wider Area Network, IT Transformation Phase 2, HR Payroll & Finance ERP, Software Defined Wide Area Network Upgrade, and IT Managed Service Transition projects.

By virtue of paragraph(s) 1 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

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