



Procurement Sub (Finance) Committee

Date: THURSDAY, 15 JULY 2021

Time: 11.00 am

Venue: INFORMAL VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

Members:

Hugh Morris (Chairman)	Deputy Jamie Ingham Clark
Deputy Robert Merrett (Deputy Chairman)	Paul Martinelli
Randall Anderson	Jeremy Mayhew
Deputy Roger Chadwick	Susan Pearson
Michael Hudson	Deputy Philip Woodhouse

Enquiries: Antoinette Duhaney, 020 7332 1408,
antoINETTE.duhaney@cityoflondon.gov.uk

Accessing the virtual public meeting
Members of the public can observe this virtual public meeting at the below link:

<https://youtu.be/X9yadju-XIY>

This meeting will be a virtual meeting and therefore will not take place in a physical location. Any views reached by the Committee today will have to be considered by the Chamberlain after the meeting in accordance with the Court of Common Council's Covid Approval Procedure who will make a formal decision having considered all relevant matters. This process reflects the current position in respect of the holding of formal Local Authority meetings and the Court of Common Council's decision of 15th April 2021 to continue with virtual meetings and take formal decisions through a delegation to the Town Clerk and other officers nominated by him after the informal meeting has taken place and the will of the Committee is known in open session. Details of all decisions taken under the Covid Approval Procedure will be available on line via the City Corporation's webpages.

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal 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.

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Items

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **PUBLIC MINUTES OF THE PREVIOUS MEETING**
To agree the public minutes of the meeting held on 9th June 2021.
For Decision
(Pages 5 - 8)
4. **PROCUREMENT SUB-COMMITTEE WORK PROGRAMME**
Report of the Chamberlain.
For Information
(Pages 9 - 10)
5. **CITY PROCUREMENT QUARTERLY PROGRESS REPORT**
Report of the Chamberlain.
For Information
(Pages 11 - 14)
6. **CITY PROCUREMENT EFFICIENCY AND SAVINGS TARGET 2021/22**
Report of the Chief Operating Officer.
For Information
(Pages 15 - 16)
7. **HIGHWAY CONSTRUCTION & MAINTENANCE TERM CONTRACT TENDER: RESOLUTION FROM STREETS & WALKWAYS SUB COMMITTEE (29TH APRIL 2021)**
Report of the Town Clerk.
For Information
(Pages 17 - 18)

8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-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. **NON-PUBLIC MINUTES OF THE PREVIOUS MEETING**

To agree the non-public minutes of the meeting held on 9th June 2021.

For Decision
(Pages 19 - 22)

12. **CONTRACT VARIATION (CENTRAL LONDON WORK: WORK AND HEALTH PROGRAMME)**

Joint report of the Chamberlain and the Director of Central London Forward.

For Decision
(Pages 23 - 28)

13. **CLOUD SERVICE PROVIDER (CSP) AWARD**

Report of the Chief Operating Officer.

For Decision
(Pages 29 - 38)

14. **MECHANICAL AND GAS APPLIANCE TESTING AND MAINTENANCE AT DCCS HOUSING PROPERTIES - PROCUREMENT STAGE 2 AWARD REPORT**

Report of the Chamberlain.

For Decision
(Pages 39 - 48)

15. **EXTENSION ON CONTRACT FOR NATIONAL CYBER CRIME TRAINING**

Report of the Commissioner, City of London Police.

For Decision
(Pages 49 - 74)

16. **DEPARTMENTAL RESPONSE TO LATEST CHIEF OFFICERS PURCHASE CARD REPORT - JULY 2021**

Report of the Chamberlain.

For Information
(Pages 75 - 80)

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

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

PROCUREMENT SUB (FINANCE) COMMITTEE **Wednesday, 9 June 2021**

Minutes of the virtual meeting of the Procurement Sub (Finance) Committee held on
Wednesday, 9 June 2021 at 11.00 am

Present

Members:

Hugh Morris (Chairman)
Deputy Robert Merrett (Deputy Chairman)
Randall Anderson
Deputy Roger Chadwick
Michael Hudson
Deputy Jamie Ingham Clark
Paul Martinelli
Jeremy Mayhew
Susan Pearson
Deputy Philip Woodhouse

Officers:

Lisa Moore	- Chamberlain's Department
Nicholas Richmond-Smith	- Chamberlain's Department
Ola Obadara	- City Surveyor's Department
Caroline Al-Beyerty	- Chamberlain
Graeme Quarrington-Page	- Chamberlain's Department
Bruce McVean	- Department for the Built Environment
Emma Cunnington	- Town Clerk's Department
James Graham	- Chamberlain's Department
Antoinette Duhaney	- Town Clerk's Department
Cecilie Booth	- City of London Police
Andrew Lenihan	- Chamberlain's Department

1. APOLOGIES

No apologies for absence were submitted.

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

No declarations of interests were made.

3. PUBLIC MINUTES OF THE PREVIOUS MEETING

RESOLVED – That the public minutes of the meeting held on 12 April 2021 be agreed as a correct record.

4. PROCUREMENT SUB-COMMITTEE WORK PROGRAMME JUNE 2021

The Sub Committee considered a report of the Chamberlain outlining the workplan for future meetings.

In response to questions from Members, Officers advised that a report on responsible procurement and the top 25 most used suppliers would be presented to the Sub Committee during the autumn and updates on the responsible procurement pledges would be presented to Members in due course.

Members requested that the schedule for considering these matters be included in the workplan so Members had a clear idea of when these items were expected.

RESOLVED - That the report be noted.

5. CITY PROCUREMENT RISK MANAGEMENT - QUARTERLY REPORT JUNE 2021

The Sub Committee considered a report of the Chamberlain providing an overview of the management of risks faced by City Procurement.

Officers advised that a key challenge was the historical savings target and the impact on work pressures. No changes were planned in the short term pending the arrival of the Chief Operating Officer and vacancies were not being filled to mitigate budget pressures. However, this led to a knock on effect for providing support to new projects coming on stream.

Officers agreed to review budget and resource risks and reassess targets to see whether alterations were necessary and present an update report on this to the next meeting of the Sub Committee.

RESOLVED – That the report be noted.

6. TARGET OPERATING MODEL CITY OF LONDON SCHOOL PILOT: PROCUREMENT EMPOWERMENT AND CHOICE

The Sub Committee considered a report of the Chamberlain seeking approval of a pilot for increasing procurement empowerment to the City of London School. Officers drew attention to an error in the recommendations on page 22 of the report and advised that the spend threshold for non-works procurement was £180k - £330K.

RESOLVED – That the report be noted.

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

There were no public questions.

8. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no other 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 remaining 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 MINUTES OF THE PREVIOUS MEETING**

The non-public minutes of the meetings held on 12 April 2021 were agreed as a correct record.

11. **HIGH SUPPORT HOSTEL FOR ROUGH SLEEPERS PROCUREMENT STAGE 2 AWARD REPORT: REPORT OF ACTION TAKEN**

The Sub Committee considered a report advising Members of action taken under urgency procedures in accordance with Standing Order Nos. 41(a) and 41(b).

12. **ANNUAL WAIVER REPORT 2020/21**

The Sub Committee considered a report of the Chamberlain providing details on non-compliant waivers.

13. **NON-COMPLIANT WAIVER REPORT - CASH COLLECTION**

The Sub Committee considered a report of the Chamberlain requesting approval of a non-compliant waiver in respect of the cash collection services.

14. **PROCUREMENT CODE WAIVER - ALDGATE YOUTH SERVICE**

Officers reported that this item had been withdrawn.

15. **CORPORATE WAN CONTRACT EXTENSION**

The Sub Committee considered a report of the Chamberlain seeking an extension to the contract for network services provision.

16. **TRANSPORTATION AND PUBLIC REALM CONSULTANCY FRAMEWORK - AWARD REPORT**

The Sub Committee considered a report of the Chamberlain providing an update on progress for tendering for the Transportation and Public Realm Consultancy Framework for Professional Services.

17. **DEPARTMENTAL RESPONSE TO LATEST CHIEF OFFICERS PURCHASE CARD REPORT**

The Sub Committee considered a report of the Chamberlain regarding the use of purchase cards.

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

There were no non-public questions.

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

There was one item of non-public business.

The meeting ended at 11.42 am

Chairman

**Contact Officer: Antoinette Duhaney, 020 7332 1408,
antoinette.duhaney@cityoflondon.gov.uk**

Procurement Sub-Committee – Work Programme July 2021

Meeting:	15 July 2021	16 September 2021	21 October 2021	25 November 2021
	Strategy, Policy, Continuous Improvements and Performance			
	<ul style="list-style-type: none">• Response to Chief Officers Purchase Card Report (non-public, for information)• City Procurement Quarterly Update (public,for information)• Procurement Targets update (public, for information)		<ul style="list-style-type: none">• Risk Update (public, for information)• Procurement Targets update (public, for information)	<ul style="list-style-type: none">• City Procurement Quarterly Update (public, for information)
		<ul style="list-style-type: none">• Architects, Stage 2(non-public, for decision)		
	Contract Management and Responsible Procurement			
	<ul style="list-style-type: none">• Modern Slavery Statement Update (public, for information)	<ul style="list-style-type: none">• Responsible Procurement Policy Commitments and high level action plan (for approval)	<ul style="list-style-type: none">• Update on Supplier Diversity Action Plan (for approval)	<ul style="list-style-type: none">• Update on the Purchased Goods & Service Project Plan under the Climate Action Strategy (for information)

This page is intentionally left blank

Committee(s)	Dated:
Procurement Sub Committee	15 July 2021
Subject: City Procurement Quarterly Progress Report (July 2021)	Public
Report of: The Chamberlain	For Information
Report author: Andrew Lenihan, Head of Accounts Payable	

Summary

The report updates Members on the work of City Procurement, key performance indicators and areas of progress.

Performance for 2020/21 financial year is summarised below:

- Procurement savings at end of March 2021 were £15.9m, made up of £3.1m Commercial Contract Management savings and £12.8m Sourcing & Category Management savings.
- Purchase order compliance was 98% (target of 97%).
- 92% of all supplier invoices were paid within 30 days (target of 97%).
- 86% of SME invoices were paid within 10 working days (target of 88%).
- Non-compliant waivers over £50k:
 - Nine non-compliant waivers over £50,000 totalling £770,371.24
 - Four of the nine non-compliant waivers were Procurement Code Breaches totalling £283,291.24

Recommendations

- Members are asked to note the report.

Main Report

Background

1. City Procurement has four main functions: Category Management/Sourcing, Commercial Contract Management, Accounts Payable, and Policy & Compliance. This report provides an update on the progress and current performance against the service KPIs set out in the Chamberlain's Business Plan.

Efficiency and Savings

2. City Procurement is set an annual savings target at the start of each year based on the contracts to be let during the financial year that have the potential to make efficiency or cost savings and contracts let in previous years that are generating guaranteed savings in the current year. Contracts are reviewed by Category and savings set using industry benchmarks. The 2020/21 City Procurement savings target was £6.1m.

2020/21 Efficiencies and savings as at 31 March 2021

3. Sourcing & Category Management achieved procurement savings of £12.8m for financial year 2020/21. Additionally, Commercial Contract Management has achieved efficiencies and savings to the value of £3.1m, giving total savings for

financial year 2020/21 of £15.9m, more than two and a half times the target of £6.1m.

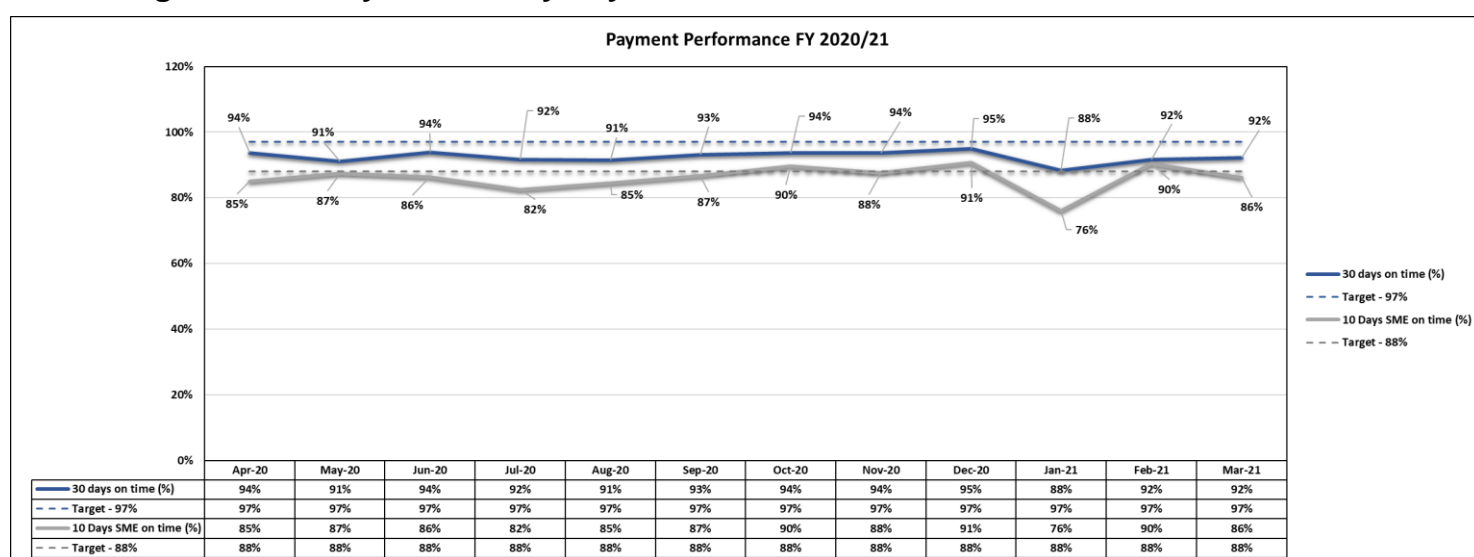
Accounts Payable Performance – Compliance with No PO No Pay Policy

4. We continue to achieve high levels of compliance with 98% PO compliance for financial year 2020/21, the same as for 2019/20, and therefore exceeding our target of 97% again.

Payment Performance

5. The Corporation's 30-day invoices paid-on-time performance for financial year 2020/21 is 92%, below the target of 97% and down 1% on 2019/20. Our 10-day SME invoice payment performance for financial year 2020/21 is 86%, falling just short of the 88% target, but up from the 85% achieved the previous year. There have been a number of factors impacting results this year including carrying vacancies to balance budget, increased work for Accounts Payable assisting other parts of the organisation (including processing 7,150 Covid-19 grant payments) and some periods of downtime in IT access to the payments systems.
6. We are pleased to report that payment performance is steadily increasing and we have achieved figures of 96% for 30-day invoices in both April and May 2021. Furthermore, we have exceeded the 10-day goal for SME invoices of 88%, achieving 90% in April and 89% in May 2021.

Figure A: 30-Day and 10-Day Payment Performance trend charts



Electronic Invoices Received

7. Of all the invoices received from suppliers in financial year 2020/21, 95% were in the desired True PDF format, a significant improvement on the 82% achieved in 2019/20, and far exceeding the target of 75%.
8. All Accounts Payable staff continue to work from home due to the COVID-19 pandemic, so the necessity for invoices to be submitted electronically remains.

Non-compliant Waivers

9. Three Poor Operational Planning and one Procurement Breach waivers were issued in Q4 of 2020/21.
10. As reported in the Annual Waiver Report to Procurement Sub in June 2021, a summary of non-compliant waivers for the year would be:
 - Nine non-compliant waivers over £50,000 totalling £770,371.24
 - Four of the nine non-compliant waivers were Procurement Code Breaches totalling £283,291.24.
 - Members are asked to note that three of the four breaches were carried over from the last financial year so there has only been one new Procurement Code Breach in FY 2020/21.
11. In comparison to FY 2019/20, there has been a further decrease in the number of Procurement Code Breaches over £50,000. In 2019/20 nine Procurement Code Breaches were noted, compared to just four in 2020/21: a reduction of 55%.

Freedom of Information (FOI) Requests

12. City Procurement received seven FOI requests between January and March 2021 totalling eight hours of officer time. This is a significant drop from the previous quarter when 16 requests amounting to 22 hours of officer time were received.
13. Members of Procurement Sub Committee have asked City Procurement to review any solutions which would make FOIs easier and quicker to answer. In the last quarter, the permanent posts to answer FOIs have been vacant but two of three posts will be filled from July 2021. Weekly touch-ins for officers answering FOIs and the Assistant Director for Commercial Contract Management will be put in place for this review. City Procurement will report any interventions in the next quarterly update.
14. Analysis of FOIs for Q4 2020/21 provides the following breakdown:

Nature of FOI Query	Instances
Contract Specific	5
Understanding our expenditure	2
Grand Total	7

15. City Procurement received a total 41 FOI requests, amounting to 74 hours of officer time, during FY 2020/21. This compares to 62 requests and 117 of officer time in FY 2019/20.

Conclusion

16. City Procurement continues to achieve high levels of performance during an extremely challenging period. We have achieved savings totalling £15.9m in for FY 2020/21, more than two and a half times the target of £6.1m for the year, achieving. The payment performance figures fell short of their respective targets, however considering the factors mentioned earlier in the report the Accounts Payable Team has managed to maintain standards in very difficult

circumstances, and even improved in the 10-day performance, which increased to 86% from 85% the previous year, by prioritising payments to SMEs throughout the pandemic. PO compliance remains high at 96% and we have seen a significant increase in the proportion of invoices received in the desired True PDF format, which made up 95% of all invoices received in FY 2020/21, well above the 75% target, and a significant improvement on the 82% achieved in FY 2019/20. Throughout this period, the impact of Covid-19 has created significant additional work, such as emergency procurement of PPE in a highly competitive environment, payment of grants to businesses affected by the pandemic, and compliance with a series of new government policy notices.

Report Author

Andrew Lenihan, Head of Accounts Payable, Chamberlain's Department

E: andrew.lenihan@cityoflondon.gov.uk

Committee(s):	Date:
Procurement Sub Committee Finance Committee	15th July 2021 20 th July 2021
Subject: City Procurement Efficiency and Savings Target 2021/22	Public
Report of: The Chief Operating Officer	For Information
Report author: Nick Richmond-Smith – Assistant Director – Sourcing and Category Management Darran Reid Assistant Director Commercial Contract Management	

Summary

The report is to advise members of the Efficiency and Savings target set for City Procurement; for the financial year 2021/22 of £9,944,417

This is derived from three elements

- £6,000,000 of new sourcing savings to be generated within this financial year.
- £2,607,417 from savings from previous procurement activity that delivers savings in this financial year
- £1,337,000 from Commercial Contract Management

Recommendation(s)

Members are asked to:

- Note the Procurement Efficiency and Savings target of £9,944,417 for the financial year 2021/22

Main Report

Background

1. City Procurement is set an annual savings target at the start of each year. This target is based on the contracts to be let during the financial year and savings from commercial contract management.
2. This year's target is £9944417

Method for Target Calculation

The process in setting the annual target includes:

The annual savings from Sourcing activity is set using two types of in-year savings.

Those are:

- *Previously let contracts generating savings (known as run-rate)* – Savings already guaranteed for the current financial year from contracts let in previous years. This is for contracts that span different financial years and

is typically for service contracts that are let for a 2-7 year period when the savings are spread across the life of the contract.

- *New contracts let generating savings* – Savings targeted to be generated from new contracts let and commence during the financial year.
- *Commercial Contract Management Savings*: The savings target for Commercial Contract Management is derived from a return of 2.5:1 on salary costs.

The target is a significant increase from previous targets. This target includes projected savings from the Major Projects Programme and supports the challenge of the Medium Term Financial plan. It reflects the work of Procurement with Category Boards to provide greater challenge to delivering savings. It is important that services work at early stages of service 'commissioning' in order that the commercial approach can be shaped to drive savings.

It is to be noted that the set target has excluded projects that relate to income generation.

Whilst the above focuses on the savings target for Procurement, there is a broader consideration about Best Value – i.e. the cheapest may not always deliver the best value contract, so savings as an aim should not be considered in isolation. The more 'nuanced' approach to deriving price/quality ratios needs to continue to be refined, along with a robust understanding of risk trade-offs. Additionally, the Procurement team will more robustly seek to challenge through stage gates the reasons for procurement and alternate make/buy options which may be appropriate.

Conclusion

City Procurement has finalised its Sourcing Plan for 2021/22 by gathering information from all departments on potentially new tenders to be run, combined with the expiry of contracts from our corporate contract register. The target set is £9,944,417

Nicholas Richmond-Smith

Assistant Director, Sourcing and Category Management, Commercial (Procurement), Commercial Department

T: 020 7332 3961

E: Nicholas.Richmond-Smith@cityoflondon.gov.uk

Darran Reid,

Assistant Director, Commercial Contract Management, Commercial (Procurement), Commercial Department

E: Darran.Reid@cityoflondond.gov.uk

To: Procurement (Finance) Sub Committee

15 July 2021

From:

Streets & Walkways (Planning & Transportation) Sub Committee 29 April 2021

14. HIGHWAY CONSTRUCTION & MAINTENANCE TERM CONTRACT TENDER

The Sub Committee received a report of the Director of the Built Environment seeking Member approval for the procurement strategy to be used in the selection of a new term contractor for highway construction & maintenance services.

The Sub Committee paid tribute to JB Riney for their work over the course of the existing contract, as well as their knowledge of the City and engagement with stakeholders and communities. Members then commented that value for money in respect of service as well as price should be a key consideration in awarding the next contract. Members also expressed some surprise that the Sub Committee had not been asked to take a decision on this matter given the connection between the Sub Committee's work and that of the prospective contractor.

A Member, also a Member of the Procurement Sub Committee, gave assurances that tender decisions were not guided by price alone, with quality also held in high regard. Whilst a 60/40 weighting was usual practice, a 70/30 weighting had also been exercised where appropriate. The Member, noting the consensus amongst the Sub Committee and the importance of this procurement exercise, suggested that the Sub Committee send a note to the Procurement Sub Committee asking that the quality aspect be increased in the tender assessment in order to reflect the importance of ensuring a quality contractor was appointed.

The Director of the Built Environment advised that the procurement exercise would seek to evolve on the existing contract and maintaining standards would be of utmost importance. Whilst the report principally advised of the decisions still to come, officers would consider the governance arrangements for the contract award, due during 2022, as it was appropriate that the Sub Committee be engaged in this process. The Director of the Built Environment further advised that key quality mechanisms would be retained for this tender, and that the aim would be to maintain standards whilst also seeking to improve where possible. Furthermore, the weighting of price and quality was not restricted and could be reviewed.

The Chairman, noting the evident interest and concern on the part of the Sub Committee, proposed that the Sub Committee's views be put to the Procurement Sub Committee, and this was agreed.

RESOLVED – That:

- a) The Procurement Sub Committee be asked to consider the views and concerns expressed by Members of the Streets & Walkways Sub Committee regarding the procurement strategy in respect of the selection of a new term contractor for highway construction & maintenance services;

- b) That the quality aspect be increased in the tender assessment in order to reflect the importance of ensuring a quality contractor was appointed; and
- c) That due consideration be given to value for money in respect of service, as well as price, in the tender assessment.

Note

The procurement approach was considered by the Procurement Sub Committee (PSC) on 9th June where a split of 60 price - 40 quality was recommended. Subsequent to the concerns raised by the Streets & Walkways Sub Committee (S&WSC) that this may result in a poor supplier, the S&WSC and PSC Chairmen met to consider the budgetary and service challenges. In the light of reassurances around the sound elements in the contract that have underpinned the work, and the overall approach, a revised 50:50 split was agreed.

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

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) 1, 2, 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank