

AGENDA

Part 1 - Public Items

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 20 September 2023.

For Decision
(Pages 5 - 8)

4. **DIGITAL SERVICES COMMITTEE WORK PROGRAMME**

For Information
(Pages 9 - 10)

5. **REVENUE BUDGETS - LATEST APPROVED 2023/24 AND ORIGINAL ESTIMATES 2024/25**

Joint report of the Chamberlain and the Chief Operating Officer.

For Decision
(Pages 11 - 20)

6. **GENERATIVE AI STANDARD OPERATING PROCEDURE**

Report of the Director of Information.

For Information
(Pages 21 - 32)

7. **DIGITAL INFORMATION TECHNOLOGY SERVICE (DITS) -SERVICE DELIVERY SUMMARY**

Report of the Chief Operating Officer.

For Information
(Pages 33 - 40)

8. **ANNUAL REVIEW OF THE TERMS OF REFERENCE OF THE DIGITAL SERVICES COMMITTEE**

Report of the Town Clerk.

For Discussion
(Pages 41 - 44)

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

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

11. **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

12. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 20 September 2023.

For Decision
(Pages 45 - 48)

13. **HUMAN RESOURCES, PAYROLL, AND FINANCE SOLUTION - ENTERPRISE RESOURCE PLANNING (ERP)**

Report of the Chamberlain.

For Decision
(Pages 49 - 120)

14. **DIGITAL INFORMATION TECHNOLOGY SERVICE (DITS) - CORPORATE LICENCE & CLOUD SERVICE PROVIDER PROCUREMENT**

Report of the Chief Operating Officer.

For Decision
(Pages 121 - 128)

15. **ELECTIONS DATA BREACH**

Joint report of the Comptroller and City Solicitor, and Town Clerk.

For Decision
(Pages 129 - 132)

16. **TECHNOLOGY STACK ANALYSIS**

Report of the Chief Operating Officer.

For Information
(Pages 133 - 140)

17. **CYBER SECURITY UPDATE**

Report of the Chief Information Security Officer.

For Information
(Pages 141 - 194)

18. **CUSTOMER SERVICE**

Report of the Chief Operating Officer.

For Information
(Pages 195 - 198)

19. **REPORT OF ACTION TAKEN**

Report of the Town Clerk.

For Decision
(Pages 199 - 202)

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

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

DIGITAL SERVICES COMMITTEE

Wednesday, 20 September 2023

Minutes of the meeting of the Digital Services Committee held at Guildhall, EC2 on Wednesday, 20 September 2023 at 1.45 pm

Present

Members:

Deputy Randall Anderson (Deputy Chairman)
Alderman Professor Emma Edhem (Ex-Officio Member)
Alderman Timothy Hailes
Eamonn Mullally (Ex-Officio Member)
James Tumbridge

Officers:

Emma Moore	- Chief Operating Officer
Gary Brailsford-Hart	- City of London Police
Sam Collins	- Department of the Chief Operating Officer
Zakki Ghauri	- Department of the Chief Operating Officer
John Galvin	- City Surveyor's
Tom Leathart	- City Surveyor's
Blair Stringman	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Dawn Wright (Chair), and Alderman Sir Peter Estlin.

Caroline Haines observed the meeting virtually.

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

There were no declarations.

3. MINUTES

RESOLVED - That the public minutes and non-public summary of the meeting held on 19 July 2023 be approved as an accurate record.

4. DIGITAL SERVICES COMMITTEE WORK PROGRAMME 2023/24

The Committee received the work programme for 2023/24.

5. CHIEF OPERATING OFFICER'S DEPARTMENTAL BUSINESS PLAN - QUARTERLY UPDATE

The Committee received a report of the Chief Operating Officer, concerning an update on the progress on the 2023-24 business plan.

RESOLVED – That the report be received and its contents noted.

6. CO-DESIGN UPDATE

The Committee received a report of the Chief Operating Officer, concerning an update on the co-design update to the Digital, Information, and Technology Service (DITS) Senior Leadership Team (SLT).

The Committee heard that the new roles were intended to have a focus on specific areas and clear responsibilities, such as cloud, infrastructure, and security.

The change management process had a co-design and co-create approach, so that teams were involved and invested in the organisational changes. There would be continued engagement for future restructures, and involvement with colleagues from the Barbican Centre, the City of London Police, Guildhall School of Music and Drama, and the schools.

RESOLVED - That the report be received and its contents noted.

7. DIGITAL INFORMATION TECHNOLOGY SERVICE - SERVICE DELIVERY SUMMARY

The Committee received a report of the Chief Operating Officer, concerning a summary of the DITS service metrics.

RESOLVED – That the report be received and its contents noted.

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

There were no questions.

9. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

The Committee received one item of urgent business concerning a printer error on the annual canvas forms led to a data breach in August 2023.

The Committee heard that the City Corporation had received notification that of the 8,572 forms sent to residents, 2,544 had received another resident's form. This had triggered the data breach procedure. The printer firm explanation was that it caused by an IT technical fault. The printer firm have apologised, introduced additional stop checks, and checked and amended the printer code. Electoral Services had written to residents affected with apologies and were dealing with complaints. The ICO had been notified but no response had yet been received. It was believed that assurances would be accepted, and it was also believed that there was no significant loss or damage to data subjects that could lead to civil proceedings. If this were to occur, the printers would be held responsible under data processing agreements.

A Member asked if there would be an independent audit of the incident. The response was that further technical assurances and explanations could be

sought. The Committee agreed that this should take place and be reported to its next meeting.

It was explained that the printer firm was a reputable firm with experience in election printing. There had previously been no data breach from electoral services activities.

10. 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.

11. NON-PUBLIC MINUTES

RESOLVED - That non-public minutes of the meeting held on 19 July 2023 be approved as an accurate record.

12. ORACLE PROPERTY MANAGER (OPN) REPLACEMENT

The Committee received a report of the City Surveyor concerning the Oracle Property Manager (OPN) replacement.

13. SECURE CITY PROGRAMME (SCP) ISSUES REPORT

The Committee received a joint report of the Executive Director of the Environment Department and Commissioner of the City of London Police, concerning the Secure City Programme (SCP) Issues report.

14. TECHNOLOGY STACK ANALYSIS

The Committee received a report of the Chief Operating Officer concerning an analysis of the City Corporation's current technology stack.

15. DIGITAL INFORMATION TECHNOLOGY SERVICES - RISK UPDATE

The Committee received a report of the Chief Operating Officer, concerning the Digital, Information and Technology Service (DITS) Risks.

16. CYBER SECURITY

The Committee received a report of the Chief Information Security Officer concerning cyber security at the City of London Corporation.

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

There were no non-public questions.

18. 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.

19. **CONFIDENTIAL MINUTES**

RESOLVED – That the confidential minutes of the meeting held on 19 July 2023 be approved as a correct record.

20. **SERVICE TRANSITION PROGRAMME**

The Committee received a report of the Chief Operating Officer concerning an update to the DITS Service Transition Programme.

The meeting ended at 3.30 pm

Chairman

**Contact Officer: Kate Doidge
Kate.Doidge@cityoflondon.gov.uk**

Digital Services Committee (DSC) – Forward Plan 2023/24

	22 November 2023	17 January 2024	18 March 2024	13 May 2024
Public	<p>Minutes from previous meeting</p> <p>Annual Review of the Committee’s Terms of Reference (Decision)</p> <p>Revenue Budgets Latest Approved 23/24 & Original Estimates 24/25 (Decision)</p> <p>DITS Service Delivery Summary (Information)</p> <p>Generative AI Policy (Information)</p>	<p>Minutes from previous meeting</p> <p>DITS Service Delivery Summary (Information)</p> <p>Draft COO and DITS Business Plan for 2024/25 (Decision)</p> <p>Co-creation Sessions (Information)</p>	<p>Minutes from previous meeting</p> <p>DITS Service Delivery Summary (Information)</p> <p>DITS Business Plan Update (Sep-Feb) (Information)</p> <p>DDAT Strategy (Decision)</p>	<p>Minutes from previous meeting</p> <p>DITS Service Delivery Summary (Information)</p> <p>DITS Portfolio Overview (Information)</p>
Non-Public	<p>ERP (Decision)</p> <p>Licenses & CSP (Decision)</p> <p>Printer Data Breach (Decision)</p> <p>COLC Future Technology State Part 2 (Information)</p> <p>Cyber Security Update</p> <p>Customer Service (Information)</p>	<p>Risk Update (Information)</p> <p>Cyber Security Update (Information)</p> <p>Cross-Corporation Cyber Security Strategy (Decision)</p> <p>Departmental Budget Estimates (Information)</p> <p>Lighthouse Project</p>	<p>Cyber Security Update (Information)</p> <p>Cross-Corporation Cyber Security Standards (Decision)</p> <p>Agilisys Summary & Benefits Statement (Decision)</p>	<p>Risk Update (Information)</p> <p>Cyber Security Update (Information)</p> <p>Cross-Corporation Cyber Security MDR Service (Decision)</p>
Confidential		<p>Service Transition Update / End of Programme Review (Information)</p>		

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Agenda Item 5

Committee	Dated:
Digital Services Committee	22 nd November 2023
Subject: Revenue Budgets - Latest Approved 2023/24 and Original Estimates 2024/25	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 12
Does this proposal require extra revenue and/or capital spending?	N
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 Decision
Report author: Dawit Araya, Chamberlain’s Department	

Summary

This report presents the annual submission of the revenue budgets overseen by your committee. It is asking Members to note the 2023/24 latest revenue budget and the approve the draft revenue budget for 2024/25 for subsequent submission to the Finance Committee.

The latest budget for 2023/24 totals £9.093m a net increase of £568,000 compared to the original budget of £8.525m. The net increase is mainly due the July 2023 pay award and the approval of multiple IT projects under central risk funded either from budget carried forward from 2022/23 or the Transformation Fund. However, within the budget there has been a significant increase in budgeted staffing and other costs matched by an income budget to reflect the recovery of IT cost from the City of London Police, in respect of IT services now being delivered ‘in house’ rather than billed directly to the Police by Agilisys. A similar adjustment has been reflected in the 2024/25 draft revenue budget.

The 2024/25 draft budget has been compiled in accordance with the overall budget policy guidelines agreed by Resource Allocation sub-committee. It totals net expenditure of £8,081m a net reduction of £444,000 compared with the original budget for 2023/24. This saving is principally because of the ending of the Agilisys contract and bringing the service ‘in house’, including those savings made on Police IT service. These savings are being used to cover the cost of the transition project as previously agreed. The saving has in part been offset by the additional cost of the July 2023 pay award, the 3% inflation allowance for 2024/25

and the removal of funding removed for two roles as approved during Target Operating Model exercise.

Recommendations

The Committee is requested to:-

- i) note the latest approved revenue budget for 2023/24.
- ii) critically review the proposed 2024/25 draft revenue budget to ensure that it reflects the Committee's objectives and, approve the budget for onward submission to the Finance Committee;
- iii) note the committee's capital budgets for 2024/25, set out in Appendix 2, for onward submission to Finance Committee; and
- iv) agree that any minor amendments for 2023/24 and 2024/25 budgets arising during the corporate budget setting period be delegated to the Chamberlain.

Main Report Background

1. The report sets out the latest budget for 2023/24 and the draft revenue budget for 2024/25 for your committee. This is under the Chief Operating Officer, and is analysed between:
 - i) **Local Risk Budgets** – these are budgets deemed to be largely within the Chief Officer's control.
 - ii) **Central Risk Budgets** – These are costs whilst under the supervision of the chief officer are not under his direct control.
 - iii) **Support Services** – these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk.
2. For the tables presented in this report, figures in brackets denote expenditure, increases in expenditure, or shortfalls in income. Income increases in income, and reductions in expenditure are shown as positive balances.
3. The latest 2023/24 and draft 2024/25 budget position for the Digital Services Committee is summarised in Table 1 below. net cost of the service is recovered from the users of the service.

Table 1 – Digital Services Committee - Revenue Budgets 2023/24 & 2024/25			
Chief Operating Officer Summary Revenue Budgets All Risks	Original Budget 2023/24 £'000	Latest Budget 2023/24 £'000	Original Estimate 2024/25 £'000
Local Risk	(8,077)	(8,290)	(7,692)
Central Risk	0	(355)	0
Support Services	(448)	(448)	(389)
Net Expenditure (all risks)	(8,525)	(9,093)	(8,081)
Recovery of cost from services	8,525	9,093	8,081
Net	-	-	-

Latest Revenue Budget for 2023/24

4. Overall, there is a net increase in expenditure between the Committee's original and latest budget for 2023/24 of £568,000. Table 2 summarises the position.

Table 2 – Latest Revenue Budgets 2023/24			
Chief Operating Officer Summary Revenue Budgets All Risks	Original Budget 2023/24 £'000	Latest Budget 2023/24 £'000	Movement Better/ (Worse) £'000
Local Risk			
<i>Expenditure</i>			
Employee Costs	(3,952)	(5,659)	(1,707)
Supplies and Services	(4,926)	(9,333)	(4,407)
<i>Sub Total</i>	(8,878)	(14,992)	(6,114)
<i>Income</i>			
Fees and Charges	213	6,161	5,948
Recharge staff to capital projects	588	541	(47)
<i>Sub Total</i>	801	6,702	5901
Total Local Risk	(8,077)	(8,290)	(213)
Central Risk			
Supplies and Services	0	(355)	(355)
Total Central Risk	0	(355)	(355)
Support Services			
City Procurement	(21)	(21)	0
Insurance	(18)	(18)	0
Premises	(411)	(411)	0
Sub Total	(448)	(448)	0
Net Expenditure	(8,525)	(9,093)	(568)

Recovery of cost from Services	8,525	9.093	568
Net	0	0	0

5. The principal reasons for the increase are:
- An increase in staff costs of £1.707m to reflect the cost of bringing the service 'in house' including the transfer of posts from Agilisys and the July 2023 pay award;
 - An increase in supplies and services of £4.490m because of bringing the service 'in house' following the end of the Agilisys contract, to ensure the budgets reflect the spend being recovered from the City Police.
 - An increase in central risk budgets to reflect agreed projects funded either from transformation fund or from 2022/23 carry-forwards. The detail is set out in Appendix 3
Offset in part by
 - An increase in fees in charges of £5.948m largely to reflect 'in house' costs being recovered from the City of London Police

Proposed Revenue Budget for 2024/25

6. The 2024/25 draft budget overseen by the Committee has been prepared in accordance with the overall budget policy guidelines as agreed by the Policy and Resources and Finance Committees. These are:
- a 3% allowance for inflation;
 - an allowance for the full year effect of the July 2023 pay award;
 - an adjustment to remove the temporary provision for Head of Information & the Capacity Manager;
 - and a reduction of £900k in the local risk budget to recoup the savings made by bringing the Agilisys contract 'in house' to pay back the cost of the scheme (as agreed by Members).

Table 3 – Draft Budget 2024/25			
Chief Operating Officer Summary Revenue Budgets All Risks	Original Budget 2023/24 £'000	Estimate 2024/25 £'000	Movement Better/ (Worse) £'000
Local Risk			
<i>Expenditure</i>			
Employee Costs	(3,952)	(6,922)	(2,970)
Supplies and Services	(4,926)	(7,838)	(2,912)
<i>Sub Total</i>	(8,878)	(14,760)	(5,882)
<i>Income</i>			
Fees and Charges	213	6,760	6,547
Recharge staff to capital projects	588	308	(280)
<i>Sub Total</i>	801	7,068	6,267
Total Local Risk	(8,077)	(7,692)	385
Support Services			
City Procurement	(21)	(24)	(3)
Insurance	(16)	(16)	0
Premises	(411)	(349)	62
Sub Total	(448)	(389)	59
Net Expenditure	(8,525)	(8,081)	444
Recovery of cost from Services	8,525	8,081	(444)
Net	0	0	0

7. The net saving of £444,000 between the 2023/24 original and the 2024/25 proposed budget is shown in Table 3. The principal reasons for these are:

- An increase in employee costs of £2.970m. This reflects the cost of bringing the service in house, including staff transferred from Agilisys; the July 2023 pay award and an allowance for the July 2024 pay award, and inclusion of IT budgets for spend being recovered from the City of London Police
- An increase in supplies and services by £2.912m because of bringing the service 'in house' following the end of the Agilisys contract;
- A reduction to staff costs being recovered from capital projects of £280,000 which reflects the anticipated programme of schemes for 2024/25.

Offset in part by

- An increase in fees and charges to reflect the costs now directly borne by the service being recovered from the City of London Police.

Staffing Statement

8. The table below shows the movement in the Chief Operating Officer's manpower and related staff costs for 2023/24 and 2024/25. The increase in posts of 36.6 comprises 23.6 FTE posts transferred from Agilisys and 13 FTE posts for created for City Police IT support the cost of which is recovered from them.

Table 4 Manpower Statement	Original Budget 2023/24		Original Budget 2024/25	
	Manpower full-time equivalent	Estimated Cost £'000	Manpower full-time equivalent	Estimated Cost £'000
Total Chief Operating Officer	51.0	(3,952)	87.6	(6,922)

Capital Project Budgets for 2024/25

9. The latest estimated costs of the Board's current approved capital projects are summarised in Appendix 2. The latest forecast expenditure on these schemes will be presented to the Court of Common Council for formal approval in March 2024.

Appendices

- A1: Brief Overview of the Service
- A2: Capital Projects
- A3: Approved Projects for 2023/34

Contacts

Dawit Araya

Chamberlain's Department,

E: dawit.araya@cityoflondon.gov.uk

Samantha Kay

Chief Operating Officer's Department

E: sam.kay@cityoflondon.gov.uk.

DIGITAL SERVICES COMMITTEE
SERVICE OVERVIEW

Digital Information and Technology Services (DITS)

The name of the team changed on 1st April from IT to Digital, Information and Technology Services in order to reflect the wider digital remit that the division now has responsibility for delivering for the organisation.

The role of the Digital and IT Services Division, reporting into the Chief Operating Officer, is now to provide:-

- stable and secure digital and information infrastructure and solutions; and
- innovative digital and information solutions.

The DITS Division provides services to the Corporation, City of London Police and London Councils.

DITS do this through a multi-sourcing model making the best use of internal resources where this is strategically necessary and third-party suppliers for agility or specialist capability. The DITS team manage multi-million-pound non-staff revenue and capital budgets which are tightly managed with a strong focus on value for money in the provision of customer focussed digital and information solutions and services.

Appendix A2

Draft Capital Budgets

The latest estimated costs of the Committee's current approved capital projects are summarised in the tables below.

	Project	Exp. Pre 01/04/23 £'000	2023/24 £'000	2024/25 £'000	2024/25 £'000	Later Years £'000	Total £'000
City's Cash							
	<u>Authority to start work granted</u>						
IT Schemes:	Oracle Property Manager	708	947	-	-	-	1,655
	IT – Managed Service	589	1,378	-	-	-	1,967
	IT – Member Device Refresh 2022	78	222	-	-	-	300
	Personal Device Replacement	2,226	24	-	-	-	2,250
	IT - BMS Wired Network.	2	128				130
	IT Security		100				100
	HR Payroll, Finance, ERP	417	265	-	-	-	682
	TOTAL Digital Services	4,020	3,064	0	0	0	7,084

1. Pre-implementation costs comprise feasibility and option appraisal expenditure which has been approved in accordance with the project procedure, prior to authority to start work. These figures exclude the implementation costs of those schemes which have yet to receive authority to start work.
2. There are a significant number of schemes in flight which have received authority to start work - mainly relating to IT projects.
3. The latest Capital Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2024.

Approved Projects for 2023/24

Funded by budget carried forward from 2022/23:

	£	£
Implementation Sentinel security to help mitigate Corporate Risk 16	69,000	
Finalise telephony migration	<u>30,000</u>	99,000

Funded from the Transformation Fund:

Data lighthouse project	67,000	
Power BI data architect	73,000	
Data governance manager	45,000	
Business analyst	40,000	
Developer transformation	<u>31,000</u>	
		<u>256,000</u>
		<u>355,000</u>

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Agenda Item 6

Committee(s): Digital Services Committee	Dated: 6 th November 2023
Subject: Generative AI Standard Operating Procedure	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	
Report of: Gary Brailsford-Hart, Director of Information	For Information
Report author: Gary Brailsford-Hart, Information Management Services Director	

Summary

Generative Artificial Intelligence (GenAI) is an emerging technology that exposes the organization to both opportunity and risk. In response, we have drafted a standard operating procedure (SOP) to assist our staff in how to safely interact and use this technology all the while ensuring that this is undertaken within an ethical framework of principles.

The attached SOP is the first in a series of procedures and policies that will form the Data Ethics Framework for the organization.

Recommendation

Members are asked to:

- Note the attached procedure.

Main Report

Background

1. The rapid growth of Artificial Intelligence (AI) is unsurprising. The speed and accuracy that AI can bring to corporate processes make it an attractive way to deliver an effective and efficient service. However, the application of AI can be contentious¹. Transparency and fairness must be at the heart of what we implement, to ensure a proportionate and responsible use that builds public confidence.
2. The Use of Generative Artificial Intelligence procedure defines how we should use this technology as well as outlining a set of principles that define how we should use AI in our business.
3. This procedure forms part of a wider framework being developed to describe and manage the ethical use of AI across the City.

Current Position

4. The building interest in the use and exploitation of AI is understood and without a clear set of policies and procedures we risk the organization utilizing these new technologies without the necessary oversight and control. Therefore, this procedure has been written to address the immediate needs and will form part of a more significant framework approach as we mature in this area.

Conclusion

5. This report has been produced to provide oversight on the direction of travel and control mechanisms being put in place to manage this emergent technology. Whilst we recognize the risks, we also recognise the significant opportunities this can deliver. We are on a journey with this technology and this paper represents one of our first steps in recognizing and defining how we will use it to deliver positive outcomes for the City.

Appendices

- Appendix 1 – Generative Artificial Intelligence Standard Operating Procedure

Gary Brailsford-Hart

Director of Information, City of London Police

T: 0207 601 2352

E: gary.brailsford@cityoflondon.police.uk



Generative Artificial Intelligence Standard Operating Procedure

2023

Version	Date	Comments
0.1	July 2023	Initial draft by Sam Collins
0.2	November 2023	Changed to SOP in order to be included within a broader AI & Ethics Policy and added the principles of AI as an appendix.
0.3		
0.4		

1. Purpose

The purpose of this Standard Operating Procedure (SOP) document is to provide a framework for the use of Generative Artificial Intelligence Large Language Models (GenAI) such as ChatGPT, Bard, Bing or other similar tools by City of London Corporation (COL) employees, contractors, developers, vendors, temporary staff, consultants or other third parties, hereinafter referred to as 'users'.

This policy is designed to ensure that the use of GenAI is ethical, complies with all applicable laws, regulations and policies, and complements existing COL information and security policies.

The pace of development and application of GenAI is such that this policy will be subject to regular review.

2. Use

This SOP applies to all users with access to GenAI, whether through COL-owned devices or BYOD (bring your own device) in pursuit of COL activities.

Use of GenAI must be in a manner that promotes fairness and avoids bias to prevent discrimination and promote equal treatment, and be in such a way as to contribute positively to COL goals and values.

Users may use GenAI for work-related purposes subject to adherence to the following policy. This includes tasks such as generating text or content for reports, emails, presentations, images and customer service communications.

Particular attention should be given to Governance, Vendor practices, Copyright, Accuracy, Confidentiality, Disclosure and Integration with other tools.

3. Governance

Before accessing GenAI technology, users must first notify the City of London Corporation's Information Management Board of their intention to use, the reason for use, and the expected information to be input as well as the generated output and distribution of content.

4. Vendors

Any use of GenAI technology in pursuit of COL activities should be done with full acknowledgement of the policies, practices, terms and conditions of developers/vendors.

5. Copyright

Users must adhere to copyright laws when utilising GenAI. It is prohibited to use GenAI to generate content that infringes upon the intellectual property rights of others, including but not limited to copyrighted material. **If a user is unsure whether a particular use of GenAI constitutes copyright infringement, they should contact the Comptroller and City Solicitor's Department before using GenAI.**

6. Accuracy

All information generated by GenAI must be reviewed and edited for accuracy prior to use. Users of GenAI are responsible for reviewing output, and are accountable for ensuring the accuracy of GenAI generated output before use/release. **If a user has any doubt about the accuracy of information generated by GenAI, they should not use GenAI.**

7. Confidentiality

Confidential information and personal data must not be entered into an GENAI tool, as information may enter the public domain. Users must follow all Data Protection principles as outlined in the Data Protection Act 2018 and the UK General Data Protection Regulation 2021 and organisational policies when using GenAI. **If a user has any doubt about the confidentiality of information, they should not use GenAI.**

8. Ethical Use

GenAI must be used ethically and in compliance with all applicable legislation, regulations and organisational policies. Users must not use GenAI to generate content that is discriminatory, offensive, or inappropriate. **If there are any doubts about the appropriateness of using GenAI in a particular situation, users should consult with the Data Protection Team.**

9. Disclosure

Content produced via GenAI must be identified and disclosed as containing GenAI-generated information.

Footnote example: ***Note:** This document contains content generated by Artificial Intelligence (AI). AI generated content has been reviewed by the author for accuracy and edited/revised where necessary. The author takes responsibility for this content.*

10. Integration with other tools

API and plugin tools enable access to GenAI and extended functionality for other services to improve automation and productivity outputs. API and plugin tools must be rigorously tested and approved prior to use, for:

- Moderation – to ensure the model properly handles hate, discriminatory, threatening, etc. inputs appropriately.
- Factual responses – provide a ground of truth for the API and review responses accordingly.

11. Risks

Use of GenAI carry inherent risks. A comprehensive risk assessment should be conducted for any project or process where use of GenAI is proposed. The risk assessment should consider potential impacts including: legal compliance; bias and discrimination; security (including technical protections and security certifications); and

data sovereignty and protection. Where the risk is of processing personal data then a Data Protection Impact Assessment will also need to be completed.

12. Legal compliance

Data entered into GenAI should be considered as being made public. This can release non-public information and breach regulatory requirements, customer or vendor contracts, or compromise intellectual property. Any release of private/personal information without the authorisation of the information's owner could result in a breach of relevant data protection laws. Use of GenAI to compile content may also infringe on regulations for the protection of intellectual property rights. **Users should ensure that their use of any GenAI complies with all applicable laws and regulations and COL policies.**

13. Bias and discrimination

GenAI may make use of and generate biased, discriminatory or offensive content. **Users should use GenAI responsibly and ethically, in compliance with COL policies and applicable laws and regulations.**

14. Security

GenAI may store sensitive data and information, which could be at risk of being breached or hacked. COL will ensure a technical assessment is conducted as part of the approval process to assess technical protections and security certification of GenAI before use. **If a user has any doubt about the security of information input into GenAI, they should not use GenAI.**

15. Data sovereignty and protection

While an GenAI platform may be hosted internationally, information created or collected in the United Kingdom of Great Britain and Northern Ireland (UK), under data sovereignty rules, is still under jurisdiction of UK laws. The reverse also applies. If information is sourced from GenAI hosted overseas for use in the UK, the laws of the source country regarding its use and access may apply. **GenAI service providers should be assessed for data sovereignty practice by any organisation wishing to use their GenAI.**

16. Compliance

Any violations of this policy should be reported to IT, or where personal data is involved, the Data Protection Team. In every case senior management should be informed. Failure to comply with this SOP may result in disciplinary action, in accordance with COL HR policies and procedures.

17. Review

This policy will be reviewed periodically and updated as necessary to ensure continued compliance with all applicable legislation, regulations and organisational policies.

18. Acknowledgment

By using GenAI, users acknowledge that they have read and understood these guidelines, including the risks associated with the use of GenAI.

ANNEX A – Principles of Artificial Intelligence

Our AI principles are founded on three sets of guidance: the FAST Principles^[2], the OECD AI Principles^[3], and the Data Ethics Framework^[4]. We apply these to CoL with the intent to support an openness to scrutiny, integrity, and public confidence in our use of AI technologies.

Principle A. Lawful: All use of AI will comply with applicable laws, standards, and regulations. This includes all users of AI, ML, ADA and related data processing ensuring the use is recorded centrally in the Data Protection Record of Processing Activity (ROPA).

Principle B. Transparent: All use of AI will be subject to ‘Maximum Transparency by Default’ (MTbD).

B1. We should ensure the public are aware of AI uses. This will typically include publishing an overview of the algorithms used and the known limitations of the training data used. The datasets will be present on the force IAR with allocated Information asset owners.

B2. Where operational or security requirements restrict the ability to share, the AI will undergo scrutiny by appropriate independent assessors (e.g., organised by the Chief Scientific Adviser).

B3. Subject to B2, all AI projects must be able to allow a third-party to: (1) investigate the algorithmic workings, use scenarios, and underlying data from an ‘adversarial perspective’^[5]; This might require the supplier to provide ‘expert witness/evidence of the tools’ operation. All third parties will have appropriate data protection and information security policies in place.

Principle C. Explainable: The ability for any AI to provide an ‘explanation’ of its output will be a determining factor in its implementation.

C1. The level of explanation expected will be determined by (1) the function it performs (e.g., is it informing a high-impact decision about an individual); (2) the outputs required of it (i.e., who needs to understand what regarding the output and how was this reached).

Principle D. Responsible: All AI that affects the public will have responsible usage policies (i.e., intentions are defined before deployment so that outcomes and impact can be tracked) and procedures to ensure that users do not accept AI outputs uncritically.

D1. The ability of AI to make decisions without a human being part of that decision will be determined by the function that the AI performs.

D2. All AI that effects the public must have a human as the ultimate decision-maker.

D3. All AI will have a human or automatic means of being stopped if it displays unintended or undesired outputs.

D4. Those responsible for AI-enabled systems must proactively mitigate the risk of unintended biases or harms, during initial rollout and as they learn, change, or are redeployed.

Principle E. Accountable: All AI will have a clearly identified individual accountable for its operation and outputs.

E1. All Accountable persons and end-users will be suitably trained in the use of the relevant AI.

E2. The use of AI in CoL will be subject to proper governance and oversight at the relevant organisational level.

E3. AI enabled data sets and technology systems will be governed and assured under the same frameworks as wider data processing responsibilities, linking what is used and how it is used to the appropriate Information Asset Register and ROPA.

Principle F. Robust: All data used to train, or that is analysed by, an AI will be robust and reliable enough for its intended purpose. This requires assessing, tracking and reporting on the quality of data, by way of recognising that the quality of data dictates the quality of the analysis.

F1. All AI in CoL will be used only for the purpose it was designed, trained and authorised for.

F2. With regards to data usage, all data used in CoL AI will be subject to a Framework outlined by a governance board to guard against issues such as bias, unintended proxies, non-representativeness, unfairness, and untimeliness.

F3. the Government Office for Artificial Intelligence's Guidelines for AI procurement must inform contract implementation and management.

Principle G. Ethical: All data used to train, or that is analysed by, an AI must be ethically sourced and its lineage fully understood. This requires interrogative analysis of the supply chain to ensure that there is no risk of supporting modern day slavery and/or exploitation of the vulnerable, and where identified, ensure that we highlight and seek to undertake remedial action, including reporting to the appropriate authorities. The following ethical principles support this approach:

G1. Human agency remains paramount. We believe AI systems should support human agency and the fundamental rights of humans, and must not decrease or limit ultimate human autonomy.

G2. AI must deliver positive societal impact. AI will only be used where societal impact from its use is positive, progressive and respectful and that AI will not be used to discriminate against communities.

G3. Harm and acting within the law. Where any of our services use AI, they will do so within the law. All use will be monitored and we will guard against discriminatory bias developing within systems.

G4. Accountability. All senior Corporation officers will receive training on AI, where and

how it could be used across the organisation, and the risks associated in AI use, particularly around privacy and bias. We will be fully accountable for any decisions that an AI system or AI implementation makes.

G5. Transparency. We understand that decisions resulting from AI processes may not always be replicable by humans, but where a decision delivered by AI requires justification, the AI process used should be explainable and transparent, and the decision capable of being made by a human.

G6. Governance & Oversight. All AI will be subject to a governance and oversight process. All internally developed and externally acquired AI will be verified for on-going compliance with these principles.

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Agenda Item 7

Committee(s)	Dated:
Digital Services Committee	22nd November 2023
Subject: Digital Information Technology Service –Service Delivery Summary	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?	N
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: Dawn Polain – Service Delivery Manager, CoL/CoLP	

Summary

This is an overview of the current service provision as managed by DITS. Performance is measured monthly therefore for the purposes of this report, the most recent reporting month is September 2023.

The services managed by DITS have maintained their stability, and efforts to develop newly transitioned services are progressing positively.

The transition of Service Management and Security Management have completed with clearly defined roles and responsibilities defined within the Service Management team.

As part of our services enhancements, a customer feedback solution was launched in October. This solution has been integrated into our IT Service Management (ITSM) tool, allowing DITS to gather valuable feedback from customers. We are actively following up with our customers on their feedback to address any specific concerns and improve their overall experience.

Recommendation

Members to note the report.

Main Report

Current Position

1. Incident and problem statistics for services under the direct management and control of DITS or DITS Service Management – September 2023
2. The following list are P1 incidents that are under the responsibility of CoL/CoLP DITS or DITS 3rd parties as of September 2023:
3. CoL: An Incident was raised following multiple reports related to inaccessibility to critical services including, but not limited to, MS Outlook and Teams. This was caused by a Service Desk agent who erroneously removed E5 Licenses from CoL user group. Measures have been implemented to prevent future recurrence.
4. CoLP: Incidents related to AoVPN are now being handled by Problem Management. Several fixes were identified and reviewed following a workshop with technical teams and the problem is now being monitored.
5. CoLP: One Pronto Synchronisation incident occurred and was resolved by our third-party supplier, Motorola.
6. CoLP: Two incidents related to PNC Services which were unavailable to users;
 - One was related to database outage.
 - One was related to a Vodafone circuit failure.

Key service provider status:

7. Agilisys Service Desk are reporting on the newly defined metrics, and an upward trend in their performance can be observed since the new ITSM tool went live.
8. Roc had no P1 incidents reported in September.
9. BT had no P1 incidents reported for September.

Service improvements and highlights

10. A planned release was implemented to the Digital Services Portal and the ITSM October. This included the following:
 - Customer Satisfaction Survey for all three organisations.
 - Five new service requests forms.
 - Improvements to the leavers form.
 - Fixed bugs and defects.
11. The remaining service yet to be transitioned is the Agilisys Service Desk currently planned for the 1st February 2024.

Service Metrics

12. The Service Management team have created a suite of Service Metrics which are detailed in Appendix 2.
13. As the DITS teams are still moving through a period of transition, it has been agreed to trial the metrics for suitability over a period of 3 months. We continue to analyse the performance statistics focussing on accuracy.
14. After the 3-month trial period, it is intended that the performance dashboard will be presented to Members via the Digital Services Committee and then future monthly performance statistics will then be included in this report.

Options

15. None to advise this reporting period.

Proposals

16. None to advise this reporting period.

Corporate and Strategic Implications

17. None to advise this reporting period.

Conclusion

18. Work continues to transition the Agilisys Service Desk to an in-house service provision.
19. New Service Metrics have been implemented to monitor the internal DITS Resolver team performance.
20. Further Service Improvements to the ITSM tool continue be reviewed and prioritised for development and implementation.
21. We continue with the proactive approach to customer engagement following their feedback

Appendices

- Appendix 1 – Positive feedback from our customers
- Appendix 2 – Data Analysis
- Appendix 3 – Performance Metrics

Dawn Polain

CoL/CoLP Service Delivery Manager
Digital Information and Technology (DITS)

T: 07895 330693 E: dawn.polain@cityoflondon.gov.uk

Appendix 1 – Customer Feedback

"I had excellent service, I was dealt with promptly and it was explained how my issue would be resolved and the timescale." CoLP Customer

*"Really appreciate the rapid response from Neil Abbott, superb work on this and kept me working".
CoL Customer"*

"They assisted with my request, with polite positive attitude and had my computer up and running in no time. Absolutely brilliant." CoL Customer

Appendix 2 – Data Analysis

Source: Service Team (ITSM)

Date Ranges: 21/02/2023 – 13/10/2023

Total Tickets: 11,013+7970 (CoL/LC + CoLP)

Total CoL/LC Tickets Raised/Resolved– Incidents + Request

Total Tickets Service Requests and Incidents: 11,013

- The table demonstrates the total volume of raised/resolved tickets.
- This is then further analysed to see which tickets were initiated within/outside business hours

These figures are based on the following data fields extracted from Service Team:

- 'Raised On'
- 'Actual Resolution Date (Ticket Service Metrics)'

Total Tickets Raised	Volume	%
Business Hours (08:00:00) Monday-Friday	10,630	96
Out of hours (18:00:00) inc. Weekend and Bank holiday	383	4

Total Tickets Resolved	Volume	%
Business Hours (08:00:00) Monday-Friday	10,755	98
Active	184	1.4
Out of hours (18:00:00) inc. Weekend and Bank holiday	74	0.6

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Total CoLP Tickets Raised/Resolved - Incidents + Requests

Total Tickets: 7970

The pivot tables shown display the total volume of raised/resolved tickets. This is then further analysed to see which tickets were raised within/outside business hours.

These figures are based on the following data fields:

- 'Raised On'
- 'Actual Resolution Date'

Notes:

- Active Tickets - Refers to a ticket being 'Active', on 'Hold' or considered 'Aged' with no resolution yet

Total Tickets Raised	Volume	%
Business Hours (08:00:00) Monday-Friday	7162	90
Out of hours (18:00:00) inc. Weekend and Bank holiday	808	10

Total Tickets Resolved	Volume	%
Business Hours (08:00:00) Monday-Friday	7469	94
Active	291	4
Out of hours (18:00:00) inc. Weekend and Bank holiday	210	2

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Appendix 3 – Performance Metrics

SLA Ref	Measure Description	Volume Metrics / KPI - Targets	Description
SD3	P1 Time to Respond	98% of all P1 Incidents responded < 15 minutes	Rapid response to major technology issues critically impacting the business. Initial Investigation and Prioritisation and assigned service KPI Target Response /Response Breach field on SLO Performance report can be used to get the %
SD4	P2 Time to Respond	98% of all P2 incidents responded to < 15 minutes	Rapid response to major technology issues severely impacting the business. Initial Investigation and Prioritisation and assigned service KPI Target Response /Response Breach field on SLO Performance report can be used to get the %
SD5	P3 Time to Respond	95% of all P3 incidents responded to < 2 hours	Consistent response to technology issues impacting users. Initial Investigation and Prioritisation and assigned service KPI Target Response /Response Breach field on SLO Performance report can be used to get the %
SD6	P4 Time to Respond	95% of all P4 incidents responded to <8 hours	Consistent response to technology issues or impacting users. Initial Investigation and Prioritisation and assigned service KPI Target Response /Response Breach field on SLO Performance report can be used to get the %
IM1	P1 Time to Resolve	98% of all Priority 1 Incidents resolved < 2 hours.	Time taken to restore service in event of a critical business impacting incident Resolution Breach field on SLO Performance report can be used to get the %.
IM2	P2 Time to Resolve	98% of all Priority 2 Incidents resolved <4 hours	Time taken to restore service in event of a severe business impacting incident Resolution Breach field on SLO Performance report can be used to get the %.
IM3	P3 Time to Resolve	90% of all Priority 3 incidents resolved < 8 hours	Time taken to restore service in event of a disruptive user impacting incident Resolution Breach field on SLO Performance report can be used to get the %.
IM4	P4 Time to Resolve	90% of all Priority 4 incidents resolved <5 business days	Time taken to restore service in event of an inconvenient user impacting incident Resolution Breach field on SLO Performance report can be used to get the %.
IM10	Aged tickets/ Backlog	Volume of incidents and requests open for over 30 days measured weekly.	Measures service ticket management hygiene and encourages all resolver groups to keep aged tickets low ensuring good/consistent communication with business users. Aged Tickets field on Tickets

			Overview report, criteria is All tickets that are still Active and have Breached the Target Resolution KPI.
SRM1	Acceptance and actioning Service Requests (Standard)	95% accepted and actioned within [5 Business Day]	Time taken to fulfil and close Standard Service Requests To be measured during business hours ensuring a consistent level of service to the business
SRM2	Acceptance and actioning Starter, Mover, Leaver Service Requests (SML)	98% accepted and actioned within [5 Business Days]	SML Requests to be fulfilled within five business days to ensure maximum value and a great joining experience for new users. Tasks of a SML Service Request fulfilled by the resolver teams during business Hours
SD2	Service Desk First Line Fix	>87.50% of all Incidents assigned and 'resolved' by Service Desk Service Requests 'Resolved' and 'Fulfilled' by Service Desk	Targets swift resolution for users to restore service and enable the business to continue operating as required as quickly as possible Pending Service Desk Transition
SD10	Tech Desk - first line fix All Tickets	Measures the % of incidents & request logged and resolved by the Tech Desk in the first interaction. Target < TBA	Measures the volume of walk-up contacts at the tech desk and the efficacy of the on-site support team to resolve issues at first contact Pending Service Desk Transition
SD7	User Satisfaction	Overall satisfaction %	Demonstrates user satisfaction of the service the service received from DITS and an opportunity to acknowledge/recognise an individual
SD11	Complaint and escalation handling	Monthly volume of user escalations and complaints arising from incidents or requests raised via the formal escalation process	Provides service management with visibility of complaints with the service and allows for action to be taken to address root causes and implement CSI initiatives

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Committee: Digital Services Committee	Date: 22 November 2023
Subject: Annual Review of the Terms of Reference of the Digital Services Committee	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?	N
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: Town Clerk	For Discussion
Report author: Kate Doidge, Deputy Town Clerk’s Department	

Summary

As part of the implementation of the 2021 Governance Review, it was agreed that the cycle and process of annually reviewing the Terms of Reference of all Committees/Boards should be revised, to provide more time for Committees to consider and discuss changes before they are submitted to the Policy and Resources Committee. Therefore, this report is initially being brought before the Committee at its November meeting to allow time for proposed changes to be considered and developed at subsequent meetings.

This will enable any proposed changes to be considered at the Policy and Resources Committee in March 2024, in time for the re-appointment of Committees by the Court of Common Council in April.

Recommendations

It is recommended that:

- Members consider any changes to the Committee’s terms of reference.

Main Report

1. The current Terms of Reference, as approved by the Court of Common Council in April 2023, are listed at Appendix 1.
2. In reviewing the Terms of Reference, it is proposed to Members of the Digital Services Committee to consider the following additions to the Terms of Reference:
 - To add: ‘To act as the lead for digital services across the City of London Corporation and its institutions, including the City of London

Police, Barbican Centre, Guildhall School of Music and Drama, and City of London Schools.'

- To add: 'To act as the lead Committee for the Enterprise Resource Planning (ERP) programme.'
3. Following consideration of any changes to the Committee's terms of reference, including those listed above, the terms of reference shall be received by the Committee at a future meeting, to be approved for submission to the Court of Common Council.

Appendices

- Appendix 1 – Court Order 2023/24 – Digital Services Committee

Kate Doidge

Governance Officer

Deputy Town Clerk's Department

E: kate.doidge@cityoflondon.gov.uk

LYONS, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 27 th April 2023, doth hereby appoint the following Committee until the first meeting of the Court in April, 2024.
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DIGITAL SERVICES COMMITTEE

1. **Constitution**

A Committee consisting of,

- up to 8 Members of the Court of Common Council
- the Chairman and Deputy Chairman (or the Chairman's nominees) of the Policy & Resources Committee (ex-officio)
- the Chairman and Deputy Chairman (or the Chairman's nominees) of the Finance Committee (ex-officio)
- the Chairman (or their nominee) of the City of London Police Authority Board(ex-officio)
- the Chairman (or their nominee) of the Bridge House Estates Board (ex-officio)

2. **Quorum**

The quorum consists of any four Members.

3. **Membership 2023/24**

- 2 (2) Paul Singh
- 2 (2) Sir Peter Estlin, Alderman
- 2 (2) Randal Keith Anderson, Deputy
- 2 (2) Judith Lindsay Pleasance, *for three years*
- 2 (2) James Richard Tumbridge, *for three years*
- 2 (2) Dawn Linsey Wright, *for three years*
- 2 (2) Ian Bishop-Laggett, *for two years*
- 2 (2) Timothy Russell Hailes, J.P., Alderman, *for two years*

Together with the ex-officio Members referred to in paragraph 1.

4. **Terms of Reference**

To be responsible for:-

- (a) overseeing the risk management and risk assessment of all digital services to ensure that the services provided allow the effective delivering of the Corporation's and the Police's business operations;
- (b) overseeing IT and both physical and computer based Data Protection compliance;
- (c) ensuring the appropriateness and effectiveness of the Digital infrastructure and services for the City of London Corporation and the City of London Police;
- (d) ensure that all appropriate actions are taken to assure the security, resilience and sustainability of all Digital systems;
- (e) operating as an intelligent client for all major IT outsourcing arrangements which have been contracted to third parties;
- (f) overseeing effectiveness and value for money of the digital services provision in all departments and delivery of major digital projects;
- (g) approving the annual budget and capital programme for IT and Digital projects;
- (h) overseeing the delivery and progress of digital skills and culture change in the organisation;
- (i) overseeing the review and implementation of Digital, Information and Technology Strategies;
- (j) overseeing the delivery of the organisation's information management programme;
- (k) overseeing arrangements in respect of information governance; and
- (l) leading arrangements for cross-departmental informal workshops, designed to provide an opportunity to help identify departmental IT and Digital requirements and give in-depth scrutiny to IT and Digital Services projects.

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