



At: Gadeirydd ac Aelodau'r Cabinet

Dyddiad: Dydd Llun, 15 Hydref
2012

Rhif Union: 01824706141

ebost: dcc_admin@denbighshire.gov.uk

Annwyl Gyngorydd

Fe'ch gwahoddir i fynychu cyfarfod y **CABINET, DYDD MAWRTH, 23 HYDREF 2012** am **10.00 am** yn **YSTAFELL BWLLGOR 1A, NEUADD Y SIR, RHUTHUN.**

Yn gywir iawn

G Williams
Pennaeth Gwasanaethau Cyfreithiol a Democrataidd

AGENDA

RHAN 1 – GWAHODDIR Y WASG A'R CYHOEDD I FYNYCHU RHAN HON Y CYFARFOD

1 YMDDIHEURIADAU

2 DATGAN BUDDIANNAU

Yr Aelodau i ddatgan unrhyw fuddiannau personol neu fuddiannau sy'n rhagfarnu unrhyw fusnes i'w ystyried yn y cyfarfod hwn.

3 MATERION BRYD FEL Y'U CYTUNWYD GAN Y CADEIRYDD

Hysbysiad o eitemau y dylid, ym marn y Cadeirydd, eu hystyried yn y cyfarfod fel materion brys dan Adran 100B(4) Deddf Llywodraeth Leol 1972.

4 COFNODION

Derbyn cofnodion cyfarfod y Cabinet a gynhaliwyd ar ddydd Mawrth, 25ain Medi 2012 [copi ynghlwm].

5 CYDWEITHREDU AR BRIFFYRDD A SEILWAITH CONWY A SIR DDINBYCH

Ystyried adroddiad gan Reolwr y Prosiect (copi ynghlwm. Atodiad 1 copi I ddilyn) yn diweddarau'r aelodau ar gynnydd ac yn amlinellu argymhellion i'r Cabinet ar gyfeiriad y cydweithredu yn y dyfodol.

6 ADRODDIAD DIWEDDARU ARIANNOL

Ystyried adroddiad gan y Cynghorydd Julian Thompson-Hill, Aelod Arweiniol Cyllid ac Asedau (copi I ddilyn), yn manylu'r sefyllfa ariannol ddiweddaraf a'r cynnydd mewn perthynas â'r strategaeth gyllidebol a gytunwyd.

7 EIDDO REEMA, GALLT MELYD – OPSIWN ADEILADU A MODEL ARIANNU

Ystyried adroddiad gan y Cynghorydd Hugh Irving, Aelod Arweiniol Cwsmeriaid a Chymunedau (copi ynghlwm) i'r Cabinet gymryd penderfyniad mewn perthynas ag eiddo REEMA yng Ngallt Melyd, posibiliadau dymchwel a blaenoriaethau adleoli.

8 PENODI CYNGHORWYR I GYRFF ALLANOL

Ystyried adroddiad gan y Cynghorydd Hugh Evans, Arweinydd y Cyngor (copi ynghlwm. Atodiad 1 i ddilyn) i'r Cabinet benderfynu pa gyrff allanol y mae'r Cyngor i benodi aelodau iddynt fel cynrychiolwyr Cyngor Sir Ddinbych. Hefyd cymeradwyo penodiadau i'r gyrff.

9 BLAENRAGLEN WAITH Y CABINET

Derbyn Blaenraglen Waith y Cabinet, sy'n amgaeedig, a chydabod y cynnwys.

RHAN 2 – EITEMAU CYFRINACHOL

GWAHARDD Y WASG A'R CYHOEDD

Argymhellir yn unol ag Adran 100A (4) Deddf Llywodraeth Leol 1972, y dylid gwahardd y Wasg a'r Cyhoedd o'r cyfarfod wrth ystyried yr eitem ganlynol oherwydd ei bod yn debygol y byddai gwybodaeth eithriedig (fel y diffinnir ym mharagraffau 13 Rhan 4 o Atodlen 12A i'r Ddeddf) yn cael ei datgelu.

10 CONTRACT 8 - RHAGLEN GWELLA TAI

I ystyried adroddiad gan y Cynghorydd Hugh Irving, Aelod Arweiniol Cwsmeriaid a Chymunedau (copi ynghlwm) ar gyfer Cabinetau cymeradwyaeth I ddyfarnu Contract yn ffurfiol 8 o gwblhau'r Rhaglen Gwella Tai yn dilyn y broses dendro drwy'r cytundeb fframwaith presennol.

MEMBERSHIP

Y Cynghorwyr

Hugh Evans
Julian Thompson-Hill
Eryl Williams
Bobby Feeley

Hugh Irving
Huw Jones
Barbara Smith
David Smith

COPIAU I'R:

Holl Gynghorwyr er gwybodaeth
Y Wasg a'r Llyfrgelloedd
Cynghorau Tref a Chymuned

Mae tudalen hwn yn fwriadol wag

CABINET

Cofnodion cyfarfod o'r Cabinet a gynhaliwyd yn Ystafell Bwyllgora 1a, Neuadd y Sir, Rhuthun, Dydd Mawrth, 25 Medi 2012 am 10.00 am.

YN BRESENNOL

Y Cyngorwyr Hugh Evans, Julian Thompson-Hill, Eryl Williams, Bobby Feeley, Hugh Irving, Huw Jones, Barbara Smith a/ac David Smith

Sylwedyddion: Y Cyngorwyr Ray Bartley, William Cowie, Gwyneth Kensler, Dewi Owens a Huw Williams

HEFYD YN BRESENNOL

Prif Weithredwr (MM); Cyfarwyddwyr Corfforaethol: Uchelgais Economaidd a Chymunedol (RM), Cwsmeriadia (HW), Moderneiddio a Lles (SE); Pennaeth Gwasanaethau Cyfreithiol a Democraidaidd (RGW), Pennaeth Cyllid ac Asedau (PM); Pennaeth Gwasanaethau Plant a Theuluoedd (LR); Rheolwr Adran: Cludiant Teithwyr (PD), a Gweinyddwr y Pwyllgor (KEJ).

CROESO

Croesawodd yr Arweinydd, y Cyngorydd Hugh Evans bawb i'r cyfarfod ac fe estynnodd groeso arbennig o gynnes i'r Cyfarwyddwr Corfforaethol Rebecca Maxwell a oedd newydd ei phenodi, i'w chyfarfod Cabinet cyntaf.

1 YMDDIHEURIADAU

Ni chafwyd unrhyw ymddiheuriadau.

2 DATGANIADAU O FUDDIANT

Ni chafwyd unrhyw ddatganiad o fuddiant personol neu niweidiol.

3 MATERION BRYG

Ni chodwyd unrhyw faterion bryg

4 COFNODION

Cyflwynwyd cofnodion cyfarfod y Cabinet a gynhaliwyd ar Fedi 4, 2012.

Materion yn Codi –

Tudalen 6 - Eitem Rhif 3: Materion Bryg - Mewn ymateb i gwestiwn gan y Cyngorydd Eryl Williams, dywedodd Pennaeth y Gwasanaethau Cyfreithiol a Democraidaidd y byddai'n ysgrifennu at aelodau'r Cyngor blaenorol i gydnabod y gwaith yr oedden nhw wedi ei wneud a'u cyfraniad i welliant parhaus a chyflawniad yr awdurdod fel cyngor sy'n perfformio'n dda..

Tudalen 7/8 - Eitem Rhif 5: Adroddiad Diweddarau Ariannol - rhoddodd y Cynghorydd Julian Thompson-Hill ddiweddariad i aelodau ar y safle diweddaraf ynglŷn â dymchwel yr Honey Club yn y Rhyl. Dywedodd fod llythyr gan Lywodraeth Cymru (mewn ymateb i atgoffâd gan y Prif Weithredwr) wedi ei gylchlythyr i gynghorwyr yn dweud fod penderfyniad ar y cais i ddymchwel i'w ddisgwyl o fewn pythefnos. Ychwanegodd yr Arweinydd ei fod wedi codi'r mater mewn cyfarfod diweddar efo'r Gweinidog dros Dai, Adfywio a Threftadaeth a chytunai'r Cabinet ag awgrym yr Arweinydd i e-bostio'r Gweinidog â manylion pellach.

Tudalen 12 - Eitem Rhif 9: Newidiadau i'r Rhaglen Cefnogi Pobl - adroddodd y Cynghorydd Bobby Feeley ar gyfarfod cyntaf y Pwyllgor Cydweithredol Rhanbarthol a fyddai'n parhau i gyfarfod yn fisol yn y chwe mis nesaf. Cadarnhaodd Cyfarwyddwr Corfforaethol Moderneiddio a Lles y byddai'r Pwyllgor Craffu Cymunedau'n craffu effaith trefniadau newydd cefnogi pobl ar gyflenwad a chyllid y gwasanaethau hynny yn Sir Ddinbych.

PENDERFYNWYD cymeradwyo cofnodion y cyfarfod a gynhaliwyd ar Fedi 4, 2012 yn gofnod cywir a'u harwyddo gan yr Arweinydd.

5 GWASANAETHAU BWS A GOSTYNGIADAU

Cyflwynodd y Cynghorydd David Smith yr adroddiad yn hysbysu'r Cabinet o oblygiadau gostyngiadau yng nghyllid Llywodraeth Cymru, yr ymgynghoriad dilynol ar leihad yn y gwasanaethau bws a thoriadau arfaethedig yn y gwasanaethau bws yn 2012/13 a 2013/14.

Dywedwyd wrth Aelodau am y cefndir i'r cynigion presennol a oedd yn codi o doriadau mewn cyllid grant a delir tuag at wasanaethau bws lleol ynghyd ag effaith potensial adolygiad gweinidogol ar y ffordd y byddai grantiau yn y dyfodol yn cael eu rheoli. Fe gychwynnodd y Pwyllgor Craffu Cymunedau broses ymgynghori â theithwyr a chymunedau ar gyfres o doriadau posibl a gafodd eu hadolygu wedyn gan Weithgor Gostyngiadau yn y Gwasanaeth Bws (Atodiad 1 i'r adroddiad). Roedd cynigion y Gweithgor ar gyfer 2012/13 wedi eu nodi yn yr adroddiad ynghyd â chynigion ar gyfer 2013/14 (Atodiad 2 i'r adroddiad). Roedd asesiad o effaith ar gydraddoldeb o ran y gostyngiadau potensial wedi ei gynnwys hefyd (Atodiad 3 i'r adroddiad). Roedd y Cynghorydd Smith yn awyddus i amlygu'r gwaith caled a'r ymdrech a wnaethpwyd i gyrraedd yr argymhellion a gynhwysir o fewn yr adroddiad.

Cyfeiriodd y Cynghorydd Huw Jones at nifer o lwybrau a cheisiodd eglurder ar gynigion potensial yn y dyfodol ar gyfer yr ardaloedd hynny gan fod angen sicrhau na fyddai amserlennu gwasanaethau'n gorffen yn rhy fuan ac y byddai cymaint o bobl ag sydd bosib yn cael eu cynnwys os byddai newidiadau'n ofynnol. Fe sicrhaodd Rheolwr Adran: Cludiant Teithwyr (RhA:CT) y Cabinet fod nifer o newidiadau i'r amserlen wedi eu hystyried er mwyn cyflawni'r ateb gorau posib gan ystyried yr angen am arbedion. O ran y gwasanaethau penodol y cyfeiriwyd atyn nhw gan y Cynghorydd Jones, dywedodd y RhA:CT) -

- Gwasanaeth X5 (Corwen - Rhuthun/Dinbych) - roedd sawl ymateb i ymgynghoriad yn cael eu hystyried. Nid oedd y gwasanaeth yn perfformio'n dda ac roedd 1640 a 1740 yn cael eu harchwilio. Roedd y 1640 yn brysurach ond 1740 oedd y bws olaf felly canlyniad posib fyddai newid amser y gwasanaeth i 1710 i allu cymryd cymaint o deithwyr ag sydd bosib.
- Roedd addasiadau a gynigir i wasanaethau 70/77 (Betws/Clawdd/Cyffylliog/Llanelidan i Ruthun) wedi eu nodi yn Atodiad 4 i'r adroddiad. Roedd addasiadau a gynigiwyd wedi eu gwneud hefyd i wasanaethau 91/95 (Betws/Carrog i Langollen neu Wreccsam) a byddai hynny'n golygu rhai arbedion gweddol fach ond roedd angen ymgynghoriad ar y cynigion gydag aelodau lleol cyn cylchredeg yn ehangach.

Ceisiodd Aelodau eglurhad ar yr argymhelliad arfaethedig a oedd yn ymwneud â chcludiant cleifion i Ysbyty Abergele. Esboniodd y RhA:CT fod trafodaethau'n gyfredol â Bwrdd Iechyd Prifysgol Betsi Cadwaladr (BIPBC) i ariannu peilot i allu delio â cheisiadau teithwyr i fynd i'r clinig llygaid sydd wedi ei drosglwyddo (o Lanelwy i Abergele). Ond, pe byddai'r peilot yn aflwyddiannus cynigiwyd bod y Cyngor yn cyflwyno rhywfaint o ddarpariaeth cludiant sylfaenol ar gyfer cleifion. Teimlai'r Cynghorydd Bobby Feeley y dylai BIPBC gymryd cyfrifoldeb am gludiant oherwydd y newidiadau i wasanaethau cleifion yr oedden nhw wedi eu cyflwyno. Cytunai'r Cynghorydd Eryl Williams gan ychwanegu fod y Cyngor â'i gyfrifoldebau ei hun o ran darpariaeth cludiant a phe byddai'r Cyngor yn cymryd y cyfrifoldeb ychwanegol byddai hynny ar draul gwasanaethau pwysig eraill. Cafwyd trafodaeth faith ar hyn gan bwysleisio fod cludiant yn broblem sylweddol i BIPBC ei ystyried o ran newidiadau i leoliad gwasanaethau cleifion a oedd yn anochel dan y cynigion a oedd yn codi o Adolygiadau Gwasanaeth y GIG. Roedd angen ceisio sicrwydd y byddai'r Bwrdd Iechyd yn cymryd y cyfrifoldeb hwnnw. Fe atgoffaodd y Cynghorydd Smith yr aelodau ei fod wedi amlygu'r angen i BIPBC lunio Strategaeth Gludiant i ddelio â'r patrwm gwasanaethau newydd a gynigiwyd yng nghyfarfod diwethaf y Cyngor Sir. Cadarnhaodd Cyfarwyddwr Corfforaethol Moderneiddio a Lles y byddai mater cludiant yn cael ei gynnwys o fewn ymateb ffurfiol y Cyngor i Adolygiadau Gwasanaeth BIPBC. Holodd y Cynghorydd Barbara Smith ynglŷn â nifer y cleifion a oedd yn cael eu heffeithio gan drosglwyddiad y clinig llygaid i Ysbyty Abergele ac fe esboniodd y RhA:CT nad oedd yna unrhyw ddata penodedig o ran defnydd cludiant teithwyr ond roedd cyfradd yr apwyntiadau nad oedden nhw'n cael eu cadw'n hysbys ac roedd yn ymwybodol fod hyn yn broblem i nifer o gleifion. Tra bod rhai cleifion yn gallu defnyddio cludiant gan Ymddiriedolaeth Gwasanaethau Ambiwlans Cymru a Galw'r Gyrrwr, doedd y gwasanaethau hynny ddim ar gael yn gyffredinol i'r cyhoedd.

Roedd yr Arweinydd yn falch o nodi'r ymgynghoriad cyhoeddus arwyddocaol ar y cynigion a mewnbwn y Grŵp Cludiant Gwledig o fewn y broses a chymeradwyodd waith caled y rheiny a oedd yn ymglymedig. Fodd bynnag, fe fynegodd bryderon ynglŷn â chanfyddiadau'r adolygiad gweinidogol a'r effaith ar awdurdodau lleol a TAITH (Consortia Trafnidiaeth Rhanbarthol). Dywedodd y Cynghorydd Smith ei fod wedi gofyn i Brif Weithredwr TAITH, Mr Iwan Prys Jones, roi cyflwyniad i'r Cyngor Sir unwaith y byddai canlyniad yr adolygiad gweinidogol yn hysbys.

PENDERFYNWYD –

- (a) *bod y gostyngiadau ar gyfer 2012/13 fel y'u cynigiwyd ym mharagraff 4.6 i'r adroddiad i'w gwneud gyn gynted ag sydd bosib;*
- (b) *gwneud y gostyngiadau a nodir ym mharagraff 4.7 i'r adroddiad ac Atodiad 2 i'r adroddiad ar neu o ddydd Llun, Ebrill 1, 2013 yn amodol ar adolygiad gweinidogol ac unrhyw drefniadau newydd gyda gweinyddu grantiau ar gyfer gwasanaethau bws yn 2013/14;*
- (c) *bod sylwadau i'w rhoi i Fwrdd Iechyd Prifysgol Betsi Cadwaladr i ariannu gwasanaeth car cymunedol er mwyn cludo cleifion i'r clinig llygaid yn Abergele os byddai cyllid peilot Ysbyty Abergele'n aflwyddiannus,*
- (d) *pe byddai yna leihad mantoli ymylol, y dylid dirprwyo hyn i'r Pennaeth Priffyrdd a Seilwaith ar y Cyd mewn ymgynghoriad â'r Aelod Arweiniol dros Dir y Cyhoedd.*

6 CONTRACT CARTREF PLANT BRYN Y WAL

Cyflwynodd y Cynghorydd Bobby Feeley yr adroddiad gan geisio cytundeb y Cabinet i gynigon o ran trefniadau contractiol sy'n ymwneud â Chartref Preswyl pedwar/pum gwely yn Rhuddlan ar ôl Ebrill 2013 a'r defnydd gwahanol o adnoddau.

Roedd yr adroddiad yn canolbwyntio ar drefniant contractiol gyda Gweithredu dros Blant a oedd yn berchen ar Gartref Plant Bryn y Wal ac yn ei redeg. Oherwydd galw cyfyngedig nid oedd y Cyngor wedi defnyddio'r cyfleuster yn llawn. Felly cafwyd trafodaethau cyfredol i sicrhau a ellid rhannu adnoddau a chostau â dau neu dri o awdurdodau lleol eraill. Os nad oedd hynny'n bosib fe ganiateid i'r contract ddarfod ar ddiwedd Mawrth 2013. Byddai'r ddau opsiwn yn cyflawni arbediad cyllideb a byddai'n galluogi ail-fuddsoddi mewn meysydd blaenoriaeth. Roedd costau manwl y cynigion wedi eu cynnwys yn yr adroddiad. Roedd y cynigion yn canolbwyntio ar y canlynol -

- cadw gyfran o gyllideb bresennol Bryn y Wal (£215k) i brynu cyfran yn yr adnodd preswyl diwygiedig pe byddid yn cytuno ar hynny, neu, fel arall, i wneud trefniadau lleoli gwahanol; byddai hefyd yn ariannu'r costau ychwanegol o ddarparu trefniadau gofal maeth brys, a
- fe ddefnyddid y gweddill wedyn i hyrwyddo dau ddatblygiad (1) Gofal Maeth â Chymorth, a (2) cryfhau Gwasanaethau Cymorth i Deuluoedd, y ddau yma wedi eu targedu tuag at leihau'r nifer sydd angen eu lletya neu leihau'r angen i ddefnyddio gofal preswyl.

Yn ystod ystyriaeth o'r opsiynau a gynigiwyd ar gyfer trefniadau yn y dyfodol ychwanegodd y Cynghorydd Feeley na chafwyd unrhyw ymateb gan awdurdodau cymdogol hyd yma o ran rhannu cyfleusterau. Fe ymhelaethodd y Pennaeth Gwasanaethau Plant a Theuluoedd (P:GP&Th) ar y buddsoddiad mewn darpariaeth sy'n seiliedig ar faethu i ddelio ag ystod o wahanol anghenion. Gan fod Bryn y Wal yn darparu math arbennig o ddarpariaeth ni fyddai'n ymarferol cynnal y contract

dan drefniadau presennol. Fe drafododd y Cabinet yr ailfuddsoddiad mewn meysydd blaenoriaeth â'r swyddogion a nodwyd mai dim ond nifer bychan o blant oedd yn cyrchu gofal preswyl yn Sir Ddinbych ac roedd yna fwy o angen am ddarpariaeth arbenigol nad oedd i'w gael ym Mryn y Wal. Byddai trefniadau prynu yn ôl y galw ar gyfer plant penodol ar amseroedd penodol yn parhau a byddai rhai plant yn cael eu lleoli y tu allan i'r sir er mwyn cyfarfod â'u hanghenion unigol. Cyfeiriwyd hefyd at y risgiau sy'n gysylltiedig â'r trefniadau a'r mesurau i'w lleihau. Fe adroddodd Cyfarwyddwr Corfforaethol Moderneiddio a Lles ar beth o'r gwaith rhanbarthol a oedd yn cael ei wneud i asesu amrediad y ddarpariaeth breswyl a'r cyfleusterau yng Ngogledd Cymru er mwyn cyfarfod ag anghenion plant.

Teimlai'r Cynghorydd Dewi Owens y dylid cadw'r adnodd a rennir fel cyfleuster dim ond os byddai'n cael ei ddefnyddio'n llawn a holodd am ddefnydd gan awdurdodau cymdogol. Adroddodd y P:GP&Th fod Cyngor Bwrdeistref Sirol Wrecsam wedi defnyddio gwely'n gyson ar gyfer dau o blant fel pryniant yn ôl y galw heb ymwneud â'r contract.

Cytunai'r Cabinet na fyddai'n briodol parhau i ariannu'n gyfan gwbl adnodd nad oedd yn cael ei ddefnyddio'n llawn. Ond, roedd aelodau o blaid dull cydweithredol ag awdurdodau cymdogol er mwyn cynnal y cyfleuster o fewn y sir a gobeithient y byddai ymdrechion i'r perwyl hwnnw'n llwyddiannus.

PENDERFYNWYD bod y Cabinet yn cadarnhau –

- (a) *y trefniadau contractiol arfaethedig ar ôl Ebrill 2013 fel y'u nodir o fewn yr adroddiad;*
- (b) *datblygiad gwasanaeth cymorth i deuluoedd oriau effro saith diwrnod fel y'i nodir yn yr adroddiad*
- (c) *datblygiad gofal maeth â chymorth fel y'i nodir yn yr adroddiad.*

7 ADRODDIAD BLYNYDDOL RHEOLAETH GYLLIDOL 2011/12

Cyflwynodd y Cynghorydd Julian Thompson-Hill yr adroddiad a oedd yn rhoi manylion gweithgareddau rheoli trysorlys y Cyngor a throsolwg o'r cefndir economaidd am y flwyddyn. Roedd yn adrodd hefyd ar oblygiadau risg penderfyniadau a thrafodion y trysorlys a chadarnhaodd gydymffurfiaid â chyfyngiadau'r trysorlys a Dangosyddion Darbodus.

Wrth grynhoi'r adroddiad esboniodd y Cynghorydd Thompson-Hill fod hon yn ddogfen hanesyddol ac amlygodd y prif bwyntiau o ran gweithgareddau benthyca a buddsoddi yn ystod 2011/12 ac fe ymhelaethodd hefyd ar nifer o ddangosyddion darbodus allweddol. Ychwanegodd y Pennaeth Cyllid ac Asedau (P:C&A) fod y Pwyllgor Llywodraethu Corfforaethol wedi trafod yr adroddiad yn helaeth; roedd adolygiad Archwilio Mewnol diweddar wedi rhoi cyfraddiad sicrwydd uchel ar weithgareddau rheolaeth y trysorlys; ac roedd Swyddfa Archwilio Cymru hefyd yn fodlon â'r gwasanaeth. Felly gallai'r asesiadau hynny roi sicrwydd pellach i'r Cabinet.

Manteisiodd Aelodau ar y cyfle i ofyn cwestiynau a thrafod nifer o faterion a oedd yn codi o'r adroddiad â'r Aelod Arweiniol a'r P:C&A a'r ymateb oedd –

- roedd cyfyngiadau benthyca'r Cyngor yn cael eu gosod yn flynyddol gan y Cyngor Llawn
- fe ymhelaethwyd ar y defnydd o Fenthyca Mewnol lle defnyddid cronfeydd wrth gefn a gweddillion y cyngor ei hun i ariannu gwariant cyfalaf fel dull mwy cost effeithiol o fenthyca yng ngoleuni incwm buddsoddi isel
- rhoddwyd enghraifft o gyfraddau benthyca nodweddiadol a'r symiau a oedd yn daladwy dros dymor o ddeng mlynedd gyda data hanesyddol i adlewyrchu'r ffordd yr oedd cyfraddau llog wedi cwmpo i'r iselfannau presennol o hyd at 10% yn y 1980au/1990au
- adroddwyd ar ddyled etifeddol y Cyngor gan awdurdodau blaenorol ynghyd â'r proffil aeddfedrwydd dyled ac yn arbennig dyled sy'n aeddfedu yn ystod bywyd y Cyngor presennol sy'n rhyddhau cynilion o oddeutu £700k
- cadarnhawyd fod y Cyngor Llawn wedi cytuno i eithriad am resymau gweithredol i ganiatáu defnydd parhaus o fanc y Cyngor ei hun, Natwest, er ei fod yn un o'r banciau a effeithiwyd gan israddiad credyd-raddio yn hydref 2011.

Pan fyddai pwyllgorau eraill wedi ystyried eitemau busnes cyn y Cabinet, teimlai'r Cynghorydd Eryl Williams y byddai'n ddefnyddiol i'r Cabinet gael ei ddarparu â pheth adborth ar hynny. Cadarnhaodd y Cynghorydd Gwyneth Kensler, Is-gadeirydd y Pwyllgor Llywodraethu Corfforaethol mai dim ond yn ddiweddar yr oedden nhw wedi ystyried materion rheoli'r trysorlys ac nid oedd y cofnodion ar gael eto. Fodd bynnag, roedd croeso i aelodau'r Cabinet ddod i'r cyfarfodydd pan fyddid yn trafod materion felly. Nododd y Cabinet fod y Pwyllgor Llywodraethu Corfforaethol wedi bod yn hapus â chynnwys yr adroddiad a pherfformiad rheolaeth y trysorlys.

O ystyried yr hinsawdd economaidd presennol teimlai'r Cynghorydd Bobby Feeley y gallai'r Cyngor fanteisio ar y cyfraddau llog isel sy'n daladwy am fenthyg i fuddsoddi mewn prosiectau cyfalaf a byddai hynny'n fanteisiol hefyd i'r economi leol a chymunedau. Oherwydd yr incwm buddsoddi isel teimlai'r Cynghorydd David Smith y byddai yna rinwedd mewn defnyddio arian dros ben i wella capasiti adeiladu yn hytrach nac i ddibenion buddsoddi. Esboniodd y P:C&A fod safbwyntiau tebyg wedi eu mynegi gan gynghorwyr yn ystod trafodaethau yn y sesiwn ddiweddar ar ariannu'r Cynllun Corfforaethol pan gytunwyd ar raglen fuddsoddi sylweddol. Y ffactor gyfyngol oedd cost ad-dalu'r ddyled o'r gyllideb refeniw. Roedd gwaith yn gyfredol hefyd i archwilio a ellid defnyddio gweddillion yn fwy effeithiol a byddid yn gwneud asesiadau risg gydag adroddiad yn ôl i'r Cyngor ar y canfyddiadau. Yn unol â hynny -

PENDERFYNWYD nodi Adroddiad Blynyddol Rheolaeth y Trysorlys ar gyfer 2011/12.

8 BLAEN RAGLEN WAITH Y CABINET

Cyflwynodd y Cynghorydd Hugh Evans Flaenraglen Waith y Cabinet i'w ystyried. Adroddodd y Pennaeth Gwasanaethau Cyfreithiol a Democrataidd ar nifer o ddiwygiadau fel a ganlyn –

- byddai adroddiadau ar yr adolygiad o Ddarpariaeth Addysg Ffydd ac Ysgolion Rhuthun yn cael eu gohirio o fis Hydref i fis Tachwedd
- byddai adroddiad ar Gŵn yn Baeddu'n cael ei gyflwyno i gyfarfod mis Tachwedd
- y posibilrwydd o ohirio'r adroddiad ar y Marine Lake, y Rhyl o fis Hydref i fis Tachwedd.

Dywedodd y Cynghorydd Julian Thompson-Hill y dylid trefnu adroddiad ar argymhellion y gyllideb ar gyfer mis Ionawr. Cododd Cyfarwyddwr Corfforaethol Cwsmeriaid y posibilrwydd hefyd o gyflwyno adroddiad ar Arian Cymunedol i gyfarfod nesaf y Cabinet ym mis Hydref.

PENDERFYNWYD nodi Blaenraglen Waith y Cabinet, yn amodol ar y diwygiadau a'r sylwadau uchod.

Daeth y cyfarfod i ben am 11.05 a.m.

Mae tudalen hwn yn fwriadol wag

Adroddiad i:	Cabinet
Dyddiad y Cyfarfod:	23 Hydref 2012
Aelod Arweiniol / Swyddog:	Aelod Arweiniol dros Fywyd Cyhoeddus Cyfarwyddwr Corfforaethol: Cwsmeriaid
Awdur yr Adroddiad:	Rheolwr Prosiect
Teitl:	Cydweithredu Priffyrdd a Seilwaith Conwy a Sir Ddinbych

1. Beth ydy testun yr adroddiad?

Y cynnydd y mae Awdurdodau Lleol Conwy a Sir Ddinbych yn ei wneud tuag at gydweithredu o fewn y Gwasanaethau Priffyrdd a Seilwaith

2. Beth ydy'r rheswm dros wneud yr adroddiad hwn?

I gyflwyno argymhellion Bwrdd Rhaglen Cydweithredu Priffyrdd ac Isadeiledd Conwy a Sir Ddinbych yn dilyn ystyried 'Adroddiad Cynllun Gwasanaeth Drafft Gwasanaeth Priffyrdd a Seilwaith Cwbl Integredig Cyngor Bwrdeistref Sirol Conwy a Chyngor Sir Ddinbych' ('*Conwy CBC and Denbighshire CC Joint Highways and Infrastructure Fully Integrated Service: Report on the Draft Service Design*') (Medi 2012) ar 12 Medi 2012.

3. Beth ydy'r Argymhellion?

Mae Bwrdd Rhaglen Cydweithredu Priffyrdd ac Isadeiledd Conwy a Sir Ddinbych (cefnogir gan y Ddau Dîm Gweithredol Corfforaethol) yn argymhell i'r Cabinet:

- (i) Gan nad yw'r Achos Busnes yn cyflwyno achos eglur dros Wasanaeth Priffyrdd a Seilwaith cwbl integredig, ni ddylai Conwy a Sir Ddinbych fwrw ymlaen gyda'r opsiwn hwn; a
- (ii) Bod Conwy a Sir Ddinbych yn parhau i chwilio am gyfleoedd pellach i resymoli rheolaeth, lleihau costau a gwella gwasanaethau i'n trigolion trwy:
 - gryfhau'r meysydd iswasanaeth hynny sydd dan reolaeth sengl,
 - archwilio meysydd iswasanaeth Priffyrdd a Seilwaith lle y gallai cydweithredu ddod â buddion i'n trigolion,
 - archwilio cyfleoedd lleol (penodol i'r Awdurdod) ar gyfer cydweithredu a threfniadau rheoli ar y cyd rhwng gwasanaethau presennol,
 - cynnal a datblygu ein hymrwymiad i'r datblygiadau rhanbarthol ar gludiant a all arwain at fuddion ychwanegol

o'u datblygu'n iawn. Bydd yn rhaid i benderfyniadau fod yn seiliedig ar achos busnes cadarn dros newid mewn perthynas ag elfennau o'r fath,

a;

(iii) Bod y Cyfarwyddwyr Corfforaethol yn adrodd yn ôl i'r Cabinet ym mis Tachwedd 2012 ar y gwaith sy'n gysylltiedig ag Argymhelliad 2.

4. Manylion yr adroddiad.

Mae copi llawn o 'Adroddiad Cynllun Gwasanaeth Drafft Gwasanaeth Priffyrdd a Seilwaith Cwbl Integredig Cyngor Bwrdeistref Sirol Conwy a Chyngor Sir Ddinbych' (*Conwy CBC and Denbighshire CC Joint Highways and Infrastructure Fully Integrated Service :Report on the Draft Service Design*) (Medi 2012) ar gael yn Atodiad 1.

Cefndir

Mae Conwy a Sir Ddinbych wedi ymrwmo i ddatblygu dulliau cydweithredol o weithio lle mae yna achos busnes dros wneud hynny. Mae gan ein hawdurdodau record gref o gydweithredu ac mae arnom eisiau i hyn barhau dros oes ein gweinyddiaethau newydd.

Mae ein cydweithrediad ar Briffyrdd a Seilwaith yn cynhyrchu buddion i'n trigolion ac mae'r ddau gyngor wedi ymrwmo at gryfhau cyd-weithio lle bynnag bod achos ariannol neu achos gwasanaeth clir dros wneud hynny. Dair blynedd yn ôl, Conwy a Sir Ddinbych oedd y cyntaf yng Nghymru i benodi Cyd-Bennaeth Gwasanaethau Priffyrdd a Seilwaith er mwyn sicrhau gwelliannau i'r gwasanaeth ynghyd ag arbedion ariannol. Dros y tair blynedd diwethaf, mae ein cydweithrediad Priffyrdd a Seilwaith wedi cyflawni arbedion o £300k sy'n golygu bod y ddau gyngor wedi gallu buddsoddi mewn blaenoriaethau eraill neu rwystro toriadau i wasanaethau. Rydym hefyd wedi penodi cydreolaeth mewn meysydd pwysig: cludiant ysgol a goleuadau stryd.

Y llwyddiannau hyn ynghyd â'n hymrwymiad at gydweithio oedd y sbardun dros ystyried integreiddio'n llawn yr holl is-wasanaethau o fewn y Gwasanaeth Priffyrdd a Seilwaith dan un strwythur sengl cwbl integredig. Ar ddechrau 2012, comisiynodd yr Awdurdodau astudiaeth fanwl i ganfod a oedd yna achos busnes dros wneud hynny. Mae'r astudiaeth honno bellach wedi'i chwblhau ac ynghlwm wrth yr adroddiad hwn. Mae'r astudiaeth fanwl yn dangos y byddai costau integreiddio'r gwasanaeth yn llwyr yn uchel iawn. Ymhellach, nid yw'n ymddangos fel petai'r manteision posibl yn ddigon i wrthbwysu newidiadau a fyddai'n golygu amharu'n sylweddol ar wasanaethau, heb sôn am lithriadau posibl. Am y rhesymau hyn, argymhelliad Bwrdd Cydweithredu Conwy a Sir Ddinbych, gyda chefnogaeth y ddau Dîm Gweithredol Corfforaethol, yw peidio â bwrw ymlaen gyda'r model cwbl integredig.

Y Ffordd Ymlaen

Mae'r ddau awdurdod yn parhau i fod yn ymrwymedig at chwilio am ffyrdd eraill o gryfhau ein cydweithrediad. Byddwn yn edrych ar gyfleoedd pellach i resymoli rheolaeth, lleihau costau a gwella gwasanaethau i'n trigolion. Bydd hyn yn cynnwys y canlynol:

- Byddwn yn cryfhau'r meysydd is-wasanaeth hynny sydd dan reolaeth sengl.
- Byddwn yn archwilio meysydd is-wasanaeth Priffyrdd a Seilwaith lle y gallai cydweithredu ddod â buddion i'n trigolion,
- Byddwn yn archwilio cyfleoedd lleol (penodol i'r Awdurdod) ar gyfer cydweithredu a threfniadau rheoli ar y cyd rhwng gwasanaethau presennol,
- Byddwn yn cynnal a datblygu ein hymrwymiad i'r datblygiadau rhanbarthol ar gludiant a all arwain at fuddion ychwanegol o'u datblygu'n iawn. Bydd yn rhaid i benderfyniadau fod yn seiliedig ar achos busnes cadarn dros newid mewn perthynas ag elfennau o'r fath.

Yng ngoleuni'r argymhelliad i beidio ag integreiddio'n llwyr, mae'n rhaid nawr ystyried ai'r model presennol ar gyfer darparu gwasanaethau yw'r model gorau i'r dyfodol. Mae'r ddau brif weithredwr wedi comisiynu gweithgor i ystyried yr opsiynau posibl, gan gynnwys dau gyfarwyddwr corfforaethol sef Sasha Davies o Gonwy a Hywyn Williams o Sir Ddinbych, gyda chefnogaeth Danielle Edwards (Rheolwr Prosiect) a arweiniodd yr astudiaeth, a rhywun sydd â chryn wybodaeth o'r maes, y Swyddogion S151, a'r Penaethiaid Gwasanaeth Adnoddau Dynol. Rhoddwyd cyfarwyddyd i'r cyfarwyddwr corfforaethol bod yn rhaid i'r opsiynau ystyried y canlynol:

- sicrhau arbedion ariannol i'r ddau gyngor heb golli unrhyw wasanaethau pwysig i drigolion;
- cryfhau'r cydweithrediad y mae'r ddau awdurdod eisoes wedi ymrwymo ato ar lefel is-wasanaeth, h.y. cludiant ysgol a goleuadau stryd;
- ystyried opsiynau modelau darparu gwasanaeth rhyng-awdurdod yn ogystal ag o fewn awdurdod;
- sicrhau bod yr opsiynau i'w hystyried yn gyson gyda datblygiadau rhanbarthol.

Gofynnwyd i'r cyfarwyddwyr adrodd nôl i'w Prif Weithredwyr erbyn diwedd Hydref. Bydd hyn yn arwain at adroddiad i'r Cabinetau ym mis Tachwedd gydag argymhellion ar gyfer y ffordd ymlaen.

5. Sut mae'r penderfyniad yn cyfrannu at y Blaenoriaethau Corfforaethol?

Mae'r penderfyniad hwn yn cyfrannu at y datganiad cynhwysfawr a wnaed gan Gyngor Sir Ddinbych, sef i fod yn Gyngor Ardderchog, Agos at y Gymuned. Mae'r Cynllun Corfforaethol newydd wedi nodi saith blaenoriaeth ac mae ymgymryd â'r gwaith hwn yn ymwneud yn uniongyrchol gyda'r blaenoriaethau o 'Wella ein Ffyrdd', 'Moderneiddio'r Cyngor i ddarparu arbedion effeithlonrwydd a gwella gwasanaeth i gwsmeriaid, 'Strydoedd Glân a Threfi Taclus' ynghyd â 'Datblygu economi lleol sy'n fywiog, iach a chryf.'

6. Beth fydd yn ei gostio a sut fydd yn effeithio ar wasanaethau eraill?

Mae'r astudiaeth fanwl (gweler Atodiad 1, Adran 10) yn dangos y byddai costau integreiddio'r gwasanaeth yn llwyr yn uchel iawn. Ymhellach, nid yw'n ymddangos fel petai'r manteision posibl yn ddigon i wrthbwysu newidiadau a fyddai'n golygu amharu'n sylweddol ar wasanaethau, heb sôn am lithriadau posibl.

Wrth drafod yr opsiynau ar gyfer y ffordd ymlaen, bydd yn rhaid ystyried y costau, Adnoddau Dynol a'r effaith ar wasanaethau eraill.

7. Pa ymgynghoriadau a gynhaliwyd?

Ers Ebrill 2012, mae'r Rheolwr Prosiect wedi gweithio gyda'r Tîm Prosiect a'r Swyddogion Cyfathrebu Priffyrdd a Seilwaith i ymgysylltu gyda rhanddeiliaid mewnol (gan gynnwys Undebau) drwy gydol y prosiect trwy gyfrwng: y Timau Datblygu, Timau Sicrhau Ansawdd, Gweithdai (Pennu Gweledigaeth a Dylunio Gwasanaeth), Cylchlythron a Chyfarfodydd. Cofnodwyd yr adborth a dderbyniwyd, yn fwyaf amlwg wrth lunio'r Weledigaeth, Buddion, Risiau a Dylunio Gwasanaeth.

Nid oes ymgynghori ffurfiol wedi digwydd ers Ebrill 2012.

Er mwyn sicrhau bod ein rhanddeiliaid yn derbyn gwybodaeth gyflawn cyn, yn ystod ac ar ôl y broses ddemocrataidd, datblygwyd *Cynllun Cyfathrebu* (Atodiad 2) yn seiliedig at Strategaeth Gyfathrebu Priffyrdd a Seilwaith. Mae'r dyddiadau allweddol ar gyfer cyfathrebu fel a ganlyn:

Gweithgaredd Cyfathrebu	Dyddiad
1. Llythyr i'r Gweinidog	20/09/2012
2. Cyfarfod Briffio gyda Rheolwyr Priffyrdd a Seilwaith a Rheolwyr Is-wasanaethau CBSC a CSDd, gan gynnwys Penaethiaid Gwasanaeth yr is-wasanaethau hynny sydd heb eu cysoni.	25/09/2012
3. Rhannu gyda'r Grŵp Swyddogion Cydweithredu	25/09/2012
4. Hysbysu'r Undebau	03/10/2012
5. Cylchlythyr i Staff ac Aelodau	04/10/2012
6. Cyfarfodydd Craffu a Chabinet	
6.1 CSDd Craffu Partneriaeth	11/10/2012
6.2 CBSC Craffu Partneriaeth	16/10/2012
6.3 CSDd Cabinet	23/10/2012
6.4 CBSC Cabinet	23/10/2012
7. Hysbysiad o'r Penderfyniad Gweithredol o Gabinetau CBSC a CSDd	24/10/2012

8. Datganiad y Prif Swyddog Ariannol

Un o'r prif ysgogiadau wrth wraidd llunio rhaglenni cydweithredu yw arbed costau. Os nad oes modd llunio achos dros arbedion, neu o leiaf gwell gwasanaeth am ddim cost ychwanegol, ni ddylai'r prosiect fynd yn ei flaen fel

y cynigiwyd. Mae'r rhaglen gydweithredu wedi cynhyrchu gwasanaethau cydweithredol llwyddiannus fel goleuadau stryd, ac nid oes unrhyw reswm pam na all yr elfennau hyn barhau.

Ni ddylai'r Cyngor barhau i ddilyn y prosiect ar ei ffurf bresennol, ond dylai barhau i archwilio ffyrdd o sicrhau arbedion trwy weithio cydweithredol yn y maes hwn.

9. Beth ydy'r risgiau, ac a oes yna unrhyw beth y gallwn ei wneud i'w lleihau?

Ceir cofrestr risg prosiect llawn i'r gwasanaeth cwbl integredig o fewn yr adroddiad (Atodiad 1).

Bydd asesiad risg arall yn cael ei gynnal fel rhan o'r broses gwerthuso'r opsiynau ar gyfer y ffordd ymlaen.

10. Pŵer i wneud y Penderfyniad

S111 Deddf Llywodraeth Leol 1972
Rheoliadau Awdurdodau Lleol (Trefniadau Gweithredaeth) (Cyflawni Swyddogaethau) (Cymru) 2002
Erthygl 6.3.2 o Gyfansoddiad y Cyngor

Swyddog Cyswllt:

Rheolwr Prosiect Rhanbarthol
Ffôn: 01492 575588

Mae tudalen hwn yn fwriadol wag

Conwy CBC and Denbighshire CC Joint Highways and Infrastructure Fully Integrated Service

Report on the Draft Service Design (September 2012)

CONFIDENTIAL

Author: Danielle Edwards
Position: Project Manager
Version: v3
Date: 30/08/2012

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1. Purpose

The purpose of this report in relation to a fully integrated joint Highways & Infrastructure Service is to:

- outline the current position within both Conwy and Denbighshire;
- share the draft service design;
- make a recommendation with regards to Governance arrangements;
- provide initial costs in relation to Human Resources(HR), Information Communication & Technology(ICT) and Accommodation;
- consider if delivering a joint fully integrated service is likely to result in a *better service* that will *cost less*.

It is not the intention of this report to:

- consider costs and benefits related to *not* proceeding with a fully integrated joint service – options for proceeding with an alternative approach would be explored as part of an exit strategy should one, or both Cabinets withdraw from a fully integrated approach;
- provide the depth of detail expected from a Full Business Case – should both Cabinets resolve to proceed with a fully integrated approach based on the draft service design outlined in this report, the project will reconsider the assumptions made thus far to provide the detail and robustness expected from a Full Business Case;
- identify the full extent of benefits and potential savings that could be realised within the sub-service areas – this work will be undertaken in Phase 2 of the project (see section 10.2).

1.1 Scope

In scope are the *office based staff* working within the following aligned service and sub-service areas (as per the current structure within Conwy and Denbighshire):

- | | |
|---|-------------------------------|
| ▪ Business Quality & Customer Management | ▪ Harbour Management |
| ▪ Maritime Service | ▪ Public Rights of Way |
| ▪ Major Projects | ▪ Trunk Road Bridges |
| ▪ County Road Bridges | ▪ Education Transport Service |
| ▪ Transportation Policy | ▪ Asset Management |
| ▪ Streetworks | ▪ Parking |
| ▪ Parking Processes (W3P) | ▪ Traffic |
| ▪ Road Safety | ▪ Accident Investigation |
| ▪ Highway Development Control | ▪ Policy (TAITH) |
| ▪ Highway Maintenance | ▪ Street Lighting |
| ▪ Conwy & Denbighshire Works Unit & Trunk Road Management | |

Out of scope are the depots and the non-aligned services (as per the current structure within Conwy and Denbighshire) (the exception to this is with regards to accommodation and the potential relocation of staff working within the non-aligned service from either the Heath or Caledfryn):

- | | |
|------------------------------|---|
| ▪ Emergency Planning | ▪ Fleet Management & Maintenance |
| ▪ Financial Management | ▪ Countryside Services |
| ▪ Flood & Coastal Protection | ▪ Public Transport (rail, bus, policy, information) |

2. Context & Drivers

2.1 Background

The Cabinets of both Conwy(CCBC) and Denbighshire(DCC) councils took the decision in their April 2008 meetings to collaborate on the appointment of a joint Head of Service for Highways and Infrastructure. A subsequent report setting out further details on how this proposal should be moved forward was submitted to Scrutiny, and agreed at Cabinets in June/July 2008.

The Joint Head of Service has been in post since January 2009.

Since April 2011, significant work has been underway in the areas of HR, Finance, Accommodation, Culture, IT, Support Services and Governance. This work was presented in a feasibility report '*Report on the Development of a Fully Integrated Service*' to Cabinets in December 2011, and a set of 23 actions were agreed.

In addition to the recommendations, CCBC's Cabinet also requested a Gateway Review of the project to establish the projects' ability to deliver its aims and objectives.

In April 2012, the CCBC and DCC Project Leads seconded a CCBC employee as part-time Project Manager to; undertake a review of the project, establish formal project management arrangements, and develop the Full Business Case.

As the formal project management arrangements were developed, it became clear within the project plan that there were a number of key stages that would need to be undertaken prior to proceeding to a Full Business Case. It was the decision of the Highways and Infrastructure Collaboration Board in April 2012 to wait for the draft service design in September 2012, before making a recommendation to Cabinets as to whether they should proceed with the project to a Full Business Case. It was further agreed that any commitment by the Cabinets to proceed would be subject to a Gateway Review at that time.

Whilst this project refers to and takes note of the actions following the feasibility report in December 2011, it is recognised that the approach taken since April has superseded this initial report, its findings and recommendations.

2.2 Project Arrangements

2.2.1 Project Governance

A clear governance model allows contributors to understand how they should engage with the project, what is expected of them and what protections are provided to ensure that their contributions will always be available to them. In addition, it describes the quality control processes that help to assure the viability of the project.

The governance arrangement for the H&I Project is set out in *Appendix 1*, and has been communicated to all internal stakeholders

2.2.2 Project Objectives

Should the project proceed to the Full Business Case, the Collaboration Board will **measure the success of the project** by the following objectives:

Objective 1

That the findings of the Gateway Review support the continuation of the project.

Objective 2

That based on the Full Business Case for a 'Conwy and Denbighshire Highways and Infrastructure Fully Integrated Service – Phase 1: Joint Management Structure', each Local Authority Cabinet resolves that:

- (i) CCBC and DCC will operate under one Management Structure;
- (ii) all staff working within the 'in-scope' Service Areas will transfer to the Host LA; and
- (iii) Phase 2, delivering the programme of projects to join the CCBC and DCC 'in-scope' sub-service areas, can proceed under the agreed (project and Joint Committee) governance arrangements.

2.2.3 Key Outcomes for the Project

The project outcomes align with the 2012/13 Joint Service Business Planning outcomes, developed through consultation with CCBC & DCC H&I service staff and council Members:

Outcome 1 - Residents and visitors to Conwy and Denbighshire have access to a safe and well managed road network.

Outcome 2 - Properties in Denbighshire will have a reduced risk of flooding.

Outcome 3 - Residents and visitors to Conwy and Denbighshire have access to high quality maritime facilities and a well managed natural environment.

Outcome 4 - The Highways and Infrastructure Service is efficient and well managed.

2.2.4 Project Benefits

In April 2012, a 'Visioning' workshop was held with JH&I Service Area Managers and a representation of staff from across the Support Services, with one of the outcomes from the workshop being the development of six clear project benefits.

Anticipated Project Benefits	
1	Increased customer satisfaction (<i>improved engagement through Relationship Role, standard customer engagement, approaches and skills, better resolution of problems, better managed expectation</i>)
2	The whole Service is recognised as a high performing service (<i>sharing of best practice, service consistency, process improvements / systems, shared learning, using the integration to change the way we work as well as merging</i>)
3	Improved development and career opportunities for new and existing employees (<i>succession planning / development opportunities, career opportunities, ability to take on apprenticeships, sharing knowledge, making the best use of staff skill sets, opportunities for young people (grow your own), succession planning and talent management</i>)

4	Increased flexibility in and efficient use of limited resources (<i>Shared expertise, Asset sharing, Capacity / share staff / flexibility, Offer specialist services, increased capacity, expertise, experience and skills</i>)
5	More robust legal compliance (<i>policy alignment, reduced 3rd party claims</i>)
6	Improved contribution to strategic agendas (<i>Capacity to link into other strategic agendas e.g. tourism, business development, employment routes – releases capacity from operational to strategic, Links into other services / processes e.g. planning</i>)

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3. Current Service Arrangements

3.1 Current Structure

The Highways and Infrastructure Service operates from 23 locations throughout Conwy (CCBC) and Denbighshire (DCC), and employs in the region of 530 staff across the two authorities.

There are in the region of 91 FTE '*office based staff*' in scope working within CCBC and in the region of 94 FTE in DCC, with two main administration bases; CCBC being the Heath in Llanfairfechan, and DCC being Caledfryn in Denbigh. Arrangements for which sub-service staff are based in the main administration offices differ in each LA, and not all staff are office based all of the time.

The *Joint Head of Service* works across both CCBC and DCC, with bases in both the Heath and Caledfryn. This post is supported by a *Joint Programme Manager*, based mainly in the Heath. Below this post the structure divorces into a separate CCBC and DCC structure, each with a *Head of Operations*.

Within each structure, whilst the majority of sub-service areas align, the following do not:

- *Emergency Planning* - currently a sub-service area within the H&I Service in DCC, and within the Corporate Civil Contingencies Unit in CCBC (although a responsible officer has been identified within Conwy H&I – namely the Service Improvement Manager)
- *Financial Management* - currently a sub-service area within the H&I Service in CCBC, and part of the Corporate Finance Team in DCC
- *Flood & Coastal Protection* - currently a sub-service area within the H&I Service in DCC, and within the Environment & Technical Service in CCBC
- *Fleet Management & Maintenance* - currently a sub-service area within the H&I Service in DCC, and within the Environment & Technical Service in CCBC
- *Countryside Services* - currently a sub-service area within the H&I Service in CCBC, and within the Environment & Technical Service in DCC
- *Public Transport (rail, bus, policy, information)* - currently a sub-service area within the H&I Service in DCC, and within the Community Development Service in Conwy

Across the two LA structures there are sub-service areas that formally share a Manager; these are:

- *Street Lighting* – The CCBC & DCC budgets are separate. Staff are still employed by their respective LAs. CCBC & DCC staff work in three separate locations within their respective LA. A common Call Record Management System is being used. A common data management system is being implemented across the two LAs. Further work is ongoing to align working practices.
- *Passenger Transport* – The CCBC & DCC budgets are separate. Staff are still employed by their respective LAs. CCBC & DCC staff work from one location in Caledfryn. Working practices are operating as one.

There are also a number of sub-services where the Manager post is vacant and as an interim arrangement (until this project reaches its conclusion) in most cases, a Manager in one LA is being provided with an honorarium to manage the sub-service in the other LA.

3.2 Current Financial Position

The financial information relates to the 2011/12 revenue accounts. All capital expenditure is excluded. The services within CCBC and DCC do not fully align but there are similarities between each of the divisions. The financial information presented attempts to align the services so that comparisons can be made.

One of the major differences between the financial information is that the accounting treatment for year end balances differs between both authorities. In CCBC any year end surplus is reported to the Chief Finance Officer, and if the department knows of a specific future budget pressure then it can request that the surplus is kept as an earmarked reserve. The request for the earmarked reserve then goes through the democratic process for approval. The Chief Finance Officer reviews the earmarked reserves throughout the year. In DCC any year end surplus is reported to the Chief Finance Officer and requested to be carried forward within the revenue accounts. The request goes through the democratic process and if the carried forward balance is agreed, the Head of Service and Operations Manager will decide where best to utilise the surplus.

In financial year 2011/12, Denbighshire's Highways and Infrastructure Service ended the year with an underspend of £222k, and Conwy with an overspend of 105k.

Denbighshire County Council

Table 1

Summary	Budget	Actual	Variance
Employee	5,898,366	5,810,844	(87,522)
Premises	448,647	530,579	81,932
Transport	4,521,469	4,714,695	193,226
Supplies and Services	2,432,015	2,382,803	(49,212)
Third Party Payments	2,816,153	2,965,341	149,188
Transfer Payments	200,656	192,081	(8,575)
Support Services	11,455	11,056	(399)
Works	4,227,009	4,401,409	174,400
Total Expenditure	20,555,770	21,008,808	453,038
Bal B/Fwd		(198,500)	(198,500)
Fees & Charges	(2,088,494)	(2,477,478)	(388,984)
Grant Income	(2,169,705)	(2,333,172)	(163,467)
Recharges	(5,637,081)	(5,560,870)	76,211
Total Income	(9,895,280)	(10,570,021)	(674,741)
Net Total	10,660,490	10,438,787	(221,703)

Summary	Budget	Actual	Variance
Employee	6,338,129	6,045,307	(292,822)
Premises	334,066	311,974	(22,092)
Transport	912,693	552,303	(360,390)
Supplies and Services	2,898,202	2,468,318	(429,885)
Third Party Payments	3,753,827	4,105,376	351,549
Below the Line	0	40,976	40,976
Works	5,053,397	4,936,110	(117,287)
Total Expenditure	19,290,314	18,460,363	(829,951)
Other Income	(7,658,406)	(6,624,841)	1,033,565
Grant Income	(517,840)	(616,548)	(98,708)
Total Income	(8,176,246)	(7,241,390)	934,856
Net Total	11,114,068	11,218,973	104,905

3.3 Collaboration Savings (outside of this project)

The following summary details the collaboration savings to date that have been reported by the Head of Service to each LA.

Please note that the Project Team has not investigated these savings and they are therefore taken as provided for this report.

Based on the information received for the 2010/11 and 2011/12 financial years, DCC has declared collaboration savings in the region of £25k, and CCBC £168k. Both LAs are aiming to make further collaboration savings (not directly attributed to this project) for 2012/13 of £65k in DCC and £35k in CCBC.

This is an expected total reported 'cashable savings' from collaboration (not directly attributed to this project) of £293k across both Authorities.

Table 3

Collaboration Savings to date (excluding those within the integrated staff structure)

Authority	Saving Initiatives	2010/11 £000	2011/12 £000	2012/13 £000	Total £000
DCC	Parking Cash Collection Review	0	15	0	15
DCC	Winter Maintenance (Review of Gritting Routes etc)	0	10	65	75
DCC Total		0	25	65	90
CCBC	Street Lighting (Electrician & Vehicle)	39	39	0	78
CCBC	Street Lighting (Technician & Vehicle)	0	38	0	38
CCBC	Parking Cash Collection Review	0	52	0	52
CCBC	Winter Maintenance (Review of Gritting Routes)	0	0	35	35
CCBC Total		39	129	35	203
Total for both DCC & CCBC		39	154	100	293

Note 2012/13 savings are yet to be realised

4. Shared Vision for a Conwy & Denbighshire Integrated Highways & Infrastructure Service

The Joint Vision was developed as part of the April Visioning Workshop with Highways & Infrastructure Managers and support staff from across Conwy and Denbighshire, and was subsequently consulted upon with unions and all Highways and Infrastructure staff.

Conwy and Denbighshire Local Authorities will aspire to deliver the following outcomes:

- Outcome 1 - Residents and visitors to Conwy and Denbighshire have access to a safe and well managed road network
- Outcome 2 - Properties in Denbighshire will have a reduced risk of flooding
- Outcome 3 - Residents and visitors to Conwy and Denbighshire have access to high quality maritime facilities and a well managed natural environment
- Outcome 4 - The Highways and Infrastructure Service is efficient and well managed

When established, the Conwy and Denbighshire Highways and Infrastructure Service will increase the pace of meeting the aspirations that:

Our customers will feel:

- better informed;
- that they can travel with less disruption;
- safer;
- they have access to high quality highways, footways, cycle ways and parking across the two counties; and
- they get an excellent service at a reasonable cost.

Our staff will feel:

- involved,
- supported; and
- motivated to become one of the top quartile performers in Wales.

Our Local Authorities will feel proud that they are delivering a service that is:

- customer focussed;
- high performing;
- modern; and
- striving for continuous improvement.

5. Governance Model

5.1 Governance Option Appraisal

In October 2011, work was carried out by Legal colleagues in both Conwy (CCBC) and Denbighshire (DCC) to ascertain the most appropriate governance arrangements for a Highways and Infrastructure integrated joint service. Five models of integration were explored:

Option	Model
1	Host Authority – Secondment
2	Host Authority – Delegation
3	Contract for Services – Commercial
4	New Organisation – Corporate Model
5	Mix of employment – Collaborative Model

In order to establish which model is the most appropriate, an option appraisal exercise was developed and carried out with each model being assessed against ten criteria:

- The pace/complexity at which we would be able to achieve equal pay and conditions for the staff of the integrated service
- The impact of the model on the loyalty of the employee and how they view their employer
- The balance of risk between the two councils
- The complexity of the governance arrangements
- The return on investment/or the cost of the model including further maintenance costs of the chosen approach
- The impact and benefit for other services including whether the model would be adaptable for other services
- Perception of influence
- Impact on service delivery and savings targets
- The ability of the model to allow agility and responsiveness in service delivery and a culture of creativity and innovation
- Stakeholder acceptability

These criteria were independently weighted by the Conwy and Denbighshire Collaboration Board, before the option appraisal was undertaken with Council Members.

The findings of the option appraisal were presented in the December 2011 'Report on the Development of a Fully Integrated Service'. Recommendation 2 of that report states:

'The option appraisal has demonstrated that the preferred model of integration is Option 2 Host Authority – Delegation, it is therefore this option which is recommended to both councils as the model which should be adopted for the full integration of Highways and Infrastructure services for Conwy and Denbighshire.'

Under formal Project Management arrangements from April 2012, the development of the draft Service Design has proceeded in keeping with this recommendation.

Under this model, one authority will delegate its function to the other who will then act as the Host Authority.

The governance will be undertaken through a Joint Committee which would be set up by, and have equal representation from both authorities. This will manage and regulate the collaboration.

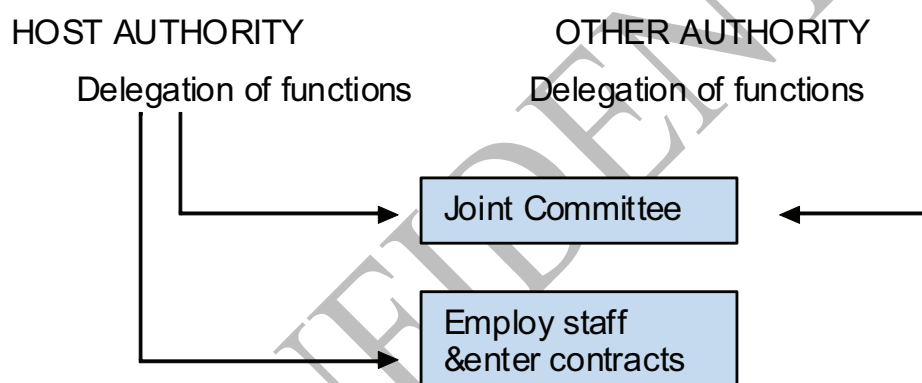
Each Cabinet will delegate specific functions to the Joint Committee, which will have the powers for the strategic management of the service. It will then delegate the day to day activity to the Head of Service.

The Host Authority will employ the staff, with a formal arrangement between the authorities to cover the costs. Funds and the staff will be transferred to the Host Authority.

The Joint Committee, which acts as a sub-committee of a Local Authority, will be scrutinised by both authorities until the Local Government measure changes to allow joint scrutiny.

This will allow for the provision of services to other public bodies, but not the private sector.

Fig. 1



CCBC and DCC Legal Officers have prepared a draft Terms of Reference for the Joint Committee, which will receive further consideration if the project continues to the Full Business Case(FBC) stage.

5.2 Identifying a Host Authority

In April 2012, the H&I Collaboration Programme Board resolved that the decision on a Host Authority will not take place until after a FBC has been adopted by both CCBC and DCC Authorities.

In order to formalise the process for agreeing the Host Authority, and to confirm the Local Authorities' commitment to the role, it is recommended that at the appropriate time, all applicants (Local Authorities) complete and submit the 'Host Authority Application Form' (template available).

The process requires the interested party to answer five key questions:

1. Why do you think your organisation should be chosen to host the JH&I Service? (no more than 500 words).
2. Please describe the arrangements that you would have in place to host this Service (no more than 500 words).

3. What regional collaborative projects is your authority currently hosting for services within other departments of your authority?
4. Please state whether your authority has any major inspections due during the key implementation phase for the JH&I Service, i.e. between [date] and [date].
5. Please include your projected annual costs for the following if you were hosting the JH&I Service (*costs are related to the delivery of the service areas, and the necessary support functions*)

The application requires agreement (signature) from the Chief Executive, S151 Officer, Head of Legal, Head of HR and Head of IT.

Following submission, all applications will be considered by the Conwy & Denbighshire Collaboration Board, who will make a recommendation to the Cabinets in both CCBC and DCC Authorities.

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6. Conwy & Denbighshire Integrated (Draft) Service Design

6.1 Developing the Draft Service Design

In April 2012, work began to map out the functions that were currently being delivered in the sub-service areas within both Conwy (CCBC) and Denbighshire (DCC), including information relating to; workforce, accommodation, and ICT. The JH&I Project Team analysed the functions data, isolating the sub-services areas that don't align, and then working to match the functions across the two authorities where sub-service areas do align.

In July 2012, a *Service Design Workshop* was held with the Conwy and Denbighshire Highways and Infrastructure Management Team to consider the Service Design focusing on; (i) the Service Structure for the joint service (including the arrangement of the sub-service areas), (ii) the functions that will be delivered by the sub-service areas, and (iii) the opportunities to deliver a better service through the re-structuring.

Over the course of a full day, the attendees were asked to:

- review the current structure and functions;
- transfer the functions to the sub-service areas under the existing proposed Service Structure (as set out in the December 2011 report to Cabinets), considering (i) are the functions under the appropriate/best sub-service area, and (ii) are the sub-service areas under the appropriate/best Service Area; and
- consider the opportunities for a better service (revisiting the above activity as required).

The CCBC and DCC Highways and Infrastructure Portfolio Members were invited to join the workshop at the end of the day to review the draft Service Design and make any recommendations.

The exercise enabled the Senior H&I Management Team to deconstruct the existing service structures in the two authorities. This provided an opportunity to rebuild a revised structure and consider connections between sub-service areas, addressing any weaknesses in the current structure.

A second workshop was then held that same week with the Sub-service Managers from across both Conwy and Denbighshire to consult on the draft Service Design as developed by the Senior H&I Management Team. Following a briefing on the general project approach and a rationale for the revised Service Structure, the group was asked to consider; what they think will work, what they think will not work, and what could work with some changes.

The group were given the opportunity to provide further feedback over the course of the following week, which was logged and used to inform the design.

6.1.2 Sharing the Draft Service Design

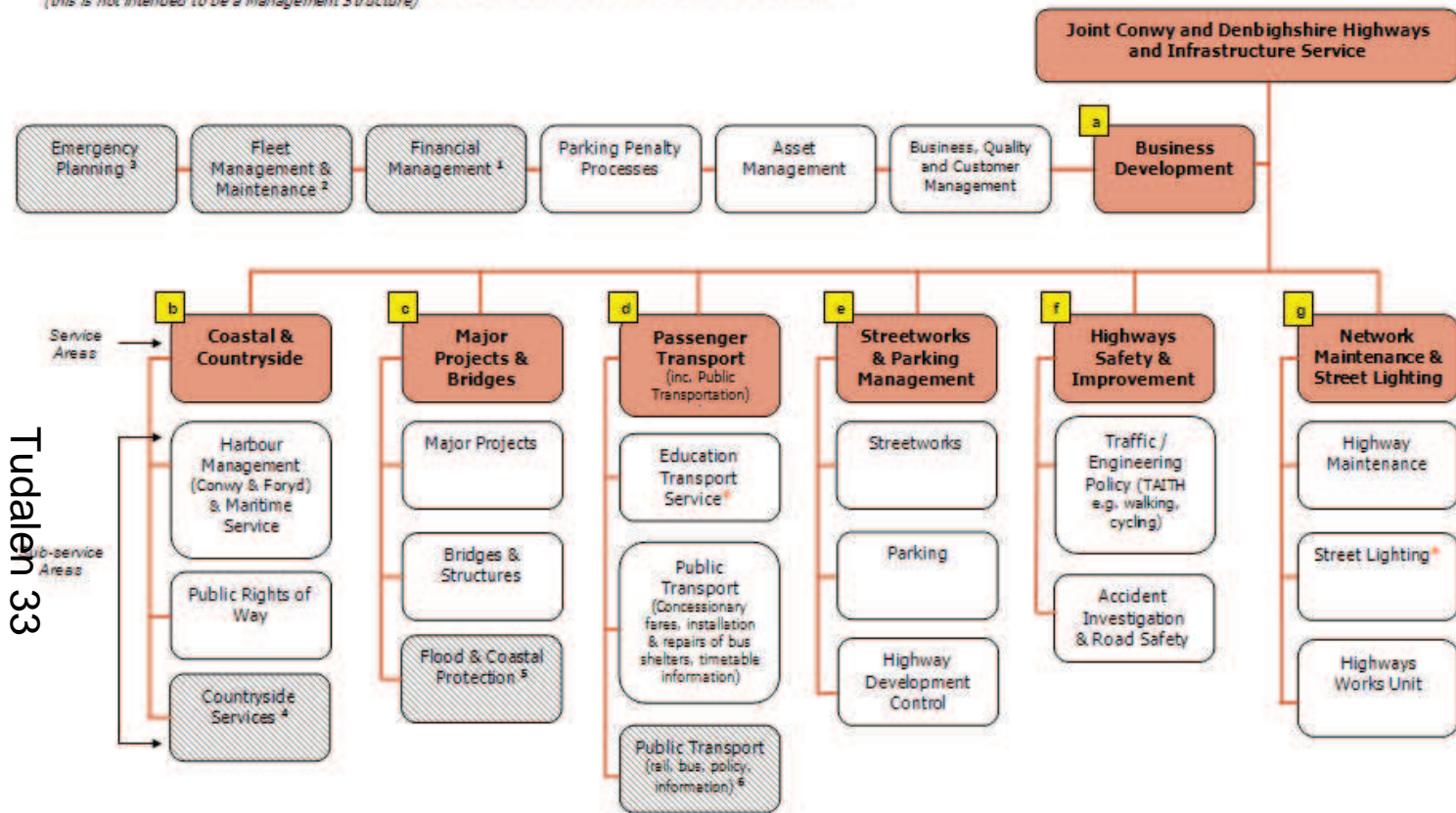
The draft service design and the detail of where the functions would be delivered within the new joint service structure was shared with staff, council Members and union representatives across both Authorities through the project Newsletter (see *Appendix 2*).

6.2 Draft Service Design

Joint Conwy and Denbighshire Highways and Infrastructure Proposed New Service Structure

(this is not intended to be a Management Structure)

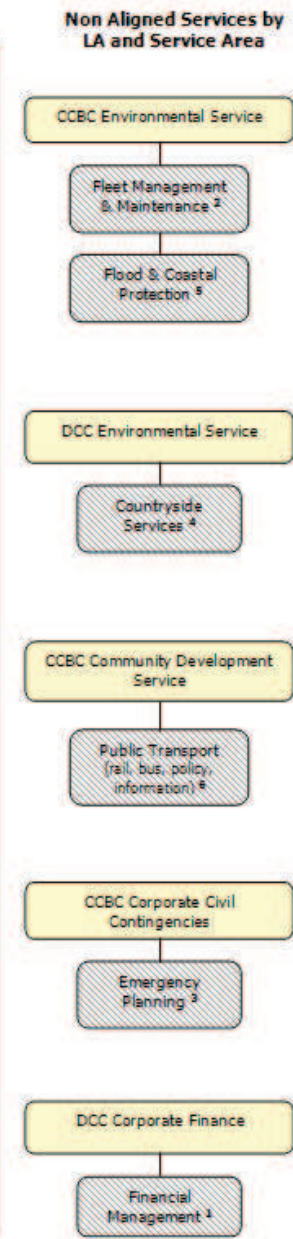
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Notes:

- Non-aligned Sub-service Areas – may be delivering within H&I Service in one authority, but under a different service (e.g. Environmental Services) in the other
- * Refers to where there is already a joint *Sub-service Area* Manager
- ¹ Finance is currently a Sub-service Area within the H&I Service in CCBC, and part of the Corporate Finance Team in DCC
- ² Fleet Management & Maintenance is currently a Sub-service Area within the H&I Service in DCC, and within the Environmental Service in CCBC
- ³ Emergency Planning is currently a Sub-service Area within the H&I Service in DCC, and within the Corporate Civil Contingencies Unit in CCBC (although a responsible officer has been identified within Conwy H&I – namely the Service Improvement Manager)
- ⁴ Countryside Services is currently a Sub-service Area within the H&I Service in CCBC, and within the Environmental Service in DCC
- ⁵ Flood & Coastal Protection is currently a Sub-service Area within the H&I Service in DCC, and within the Environmental Service in CCBC
- ⁶ Public Transport is currently a Sub-service Area within the H&I Service in DCC, and within the Community Development Service in Conwy



6.3 Rationale for Change

The following rationale from the Highways and Infrastructure Joint Head of Service for Conwy and Denbighshire sets out the reasoning behind, and the expected improvements from, the changes to the current structure through a fully integrated approach (linked to *Appendix 2*).

(a) Business Development

Asset Management has been brought into the core of the service to:

- ensure the most effective deployment of resources and drive the decision making across the service;
- determine the activities across many parts of the service; and
- ensure the principles of whole life cost are utilised to best effect.

The combined team will have a greater capacity to support the development of asset management, which will include the deployment of handheld technology and more efficient paperless systems.

Centralising the management of *3rd Party Claims and Recharges* will:

- ensure we have clear, effective management of the processes;
- enable robust approaches for defence of claims and recovery of money against 3rd Parties; and
- ensure that weaknesses are monitored and procedures and policies are revised where weaknesses are identified, helping to maximise cost recovery and minimise exposure to claims.

Quality and Health & Safety approaches will be strengthened from a central management at the core of the service, which will:

- ensure that we have consistently robust processes for the whole service; and
- minimise duplication.

Customer Management is a priority for both authorities. The new structure provides an opportunity to strengthen our customer management approaches through better communication and information management. By combining the staff and bringing together the best practices of both authorities, the integrated service will be able to develop one consistent approach for customer standards and management. Best practice needs to be at the core of the service and will be driven and overseen from this team.

The proposal is for a *Quality and Innovation Manager* post to be created, which would harvest best practice from the public and private sector. This is a really important element of establishing the new service to ensure that there is a culture of continuous improvement and challenge.

The *Parking Penalty* process is a discrete process being provided for a number of authorities, and it needs to be managed as a business to ensure that partnership working is maintained and developed.

(b) Coastal and Countryside Service

There are procurement advantages from a combined *Harbour Management and Maritime Service* in terms of combined contracts e.g. dredging and maintenance of moorings. A combined service would encourage skill sharing across both authorities, as well as greater resilience of the service. This provides significant benefits with the development and management of coastal and harbour facilities. An example of this is the development of Foryd Harbour, which is on the border of the authorities and benefits the economies of both.

Common licensing and charging approaches have already been developed to provide consistency for maritime users. The opportunity is to continue to develop single policies and procedures for the whole service.

(c) Major Projects and Bridges

Establishing a *single 'consultancy' team* will enable much greater knowledge and sharing of expertise, which will:

- strengthen our capability, capacity and control to manage capital projects for the authority and external clients;
- strengthen the intelligent client capability for both authorities;
- ensure a continued service with local knowledge for the delivery of schemes, and pride and passion for the staff who live and work in the areas they are improving; and
- realise opportunities to deliver a greater level of work on the trunk roads through establishing a single team and recruiting to the appropriate level.

The main client NMWTRA are keen to reduce the number of contact points and are promoting consistent practices from authorities.

(d) Passenger Transport

A fully integrated *Passenger Transport* team provides greater capacity to deal with the peak periods experienced in home to school transport.

Service resilience and succession planning is crucial in this area as the service is specialised, and service failure would be catastrophic. This was highlighted with the departure of the two key officers from Conwy, which led to the collaboration of the Service across CCBC and DCC.

A combined team ensures that:

- robust, frequent and transparent tendering processes are undertaken to ensure best value and maintain a good supplier base; and
- we have a clear direction and clear priorities on our transportation policy, which gives us a strong voice in TAITH and in national transport forums.

(e) Streetworks and Parking Management (and Highway Development Control)

A combined *Parking Management* team would:

- increase the level of support and direction which could be provided to the teams;
- provide flexibility in the deployment of staff to tackle problem areas, and support major events and other peaks in workload;
- strengthen the skill and knowledge so that we optimise network improvements from developments, whilst minimising the negative impacts; and
- strengthen the resilience and succession planning.

Streetworks is a vital area of activity to protect traffic flows and minimise future maintenance liabilities. We have already experienced benefits from knowledge sharing between the teams in both authorities and the proposals would take this a stage further.

A combined Streetworks team would have increased capability and capacity to develop effective strategies for events management.

(f) Highway Safety and Improvement

The *traffic teams* of both authorities are under significant pressure due to the high number of customer requests, and there is a very clear opportunity to combine the teams and processes to improve capacity and capability.

The *Accident Investigation & Road Safety* work undertaken in both authorities has significant synergies and there is already collaboration which has significantly reduced duplication. There is also some exploratory work being carried out at a regional level to look at collaboration in road safety, and this indicates a sub-regional pairing for delivery of road safety functions. Accident investigation is a specialised activity which is carried out by small teams in both authorities. A combined team would have greater capacity and capability to develop this important area of work.

The current capacity of managers makes it difficult to give sufficient focus to the *transport policy* function in both authorities. The structure proposals are designed to give more capacity to the development of thinking in terms of transport needs. This will enable the service to respond strongly to the regional and national transport agenda through TAITH. This would ensure that the potential for external funding sources are optimised to tackle the priorities of both authorities.

(g) Network Maintenance and Street Lighting

The joint service in *Street Lighting* has been very successful in reducing the overall staffing levels, whilst undertaking a greater volume of work. Benefits and improvements already realised include:

- the teams are involved with a wider variety of work which was previously carried out by external consultants and contractors;
- the team has developed a three way contract (Conwy/Denbighshire/Arva energy company) to reduce costs on the connections to new lighting columns;
- the team are quoting for more work and they will be undertaking additional festive lighting schemes for other public sector clients; and
- the collaboration has enabled Conwy and Denbighshire to have combined material specifications to harness economies - this is being further enhanced with the development of an all Wales (and beyond) framework contract, which is being driven by the Street Lighting (joint) Manager.

Collaboration within *Network Maintenance* is progressing:

- contracts have been prepared and let jointly for a variety of maintenance works providing better economies of scale and reducing the time and effort required to produce tenders (one tender rather than two) - the opportunity is to extend this activity with one team;
- reviewing the winter maintenance free running over the border has enabled a reduction in the combined number of gritting routes from 23 to 21, whilst still treating the same length of network. This reduces the number of gritting vehicles (which cost in the regions of £75k each to purchase) and man hours required to carry out winter maintenance;
- sharing best practices are reducing the costs of providing services e.g. the need for double manning on gritting operations was reviewed as practices differed between both authorities, this has reduced the cost of delivering the service.

There are further collaborative opportunities to

- optimise the potential of shared plant, materials and labour across both authorities and beyond (where appropriate);
- the current teams are investigating the possibility of a shared depot facility in the South of the counties to replace the sub-standard facilities in Cerrigdrudion and Corwen - this would enable us to share the investment

costs of developing depot facilities and a salt storage facility in this part of the county;

- increase the services offered to NMWTRA from a larger joint team which could help offset the cost of the labour, plant and equipment to the authorities.

Community Relationship role

Within the new structure there is an opportunity to develop a community relationship role for each of the senior managers in the joint service. The role will act as a key contact in areas for Members, community groups and community councils. It is important that a strong area presence and knowledge is maintained and enhanced to provide a high quality service. This is particularly important in the highway maintenance and traffic activities, as they have a very high community interest. The integration proposals will not dilute this area knowledge and presence.

6.3.1 Non-aligned Sub-Services

The project clearly identifies those sub-service areas that do not align across the Highways and Infrastructure Services in both Conwy and Denbighshire, and are therefore not in scope, as:

- *Finance* - currently a sub-service area within the H&I Service in CCBC, and part of the Corporate Finance Team in DCC
- *Fleet Management & Maintenance* - currently a sub-service area within the H&I Service in DCC, and within the Environmental Service in CCBC
- *Emergency Planning* - currently a sub-service area within the H&I Service in DCC, and within the Corporate Civil Contingencies Unit in CCBC (although a responsible officer has been identified within Conwy H&I – namely the Service Improvement Manager)
- *Countryside Services* - currently a sub-service area within the H&I Service in CCBC, and within the Environmental Service in DCC
- *Flood & Coastal Protection* - currently a sub-service area within the H&I Service in DCC, and within the Environmental Service in CCBC
- *Public Transport* - currently a sub-service area within the H&I Service in DCC, and within the Community Development Service in Conwy

Due diligence will need to be given to the impact of proceeding with a fully integrated service for the Full Business Case. A decision will need to be taken as to whether this activity would proceed under this project, or as interdependent project(s) for all or each of these service areas.

7. Staffing the New (Draft) Service Structure

In July 2012, the Project Team met with the Senior H&I Management Team to consider how the new Service Structure would need to be staffed to deliver a high quality and cost effective service; that would both meet the project benefits and deliver against the joint outcomes.

The current workforce in both Conwy (CCBC) and Denbighshire (DCC) was reflected within the new service structure to allow a comparison to be made against the new staffing requirements. This identified where there would need to be a reduction in posts and where it would be necessary to invest in new posts. This analysis provides the basis for the costs of staffing the new structure in 7.2 and 7.3 below.

7.1 Assumptions

The staff in-scope for this project are the office based staff working within the aligned sub-service areas of Highways and Infrastructure for both CCBC and DCC. Grant funded posts are not in scope.

In order to ensure a balance between providing enough information to arrive at a reasonable conclusion, and not spending an excessive amount of time and resources at this draft design stage, the following assumptions have been used with the approval of both HR and Finance colleagues:

- Salaries are based on the top of the scale for current and new posts
- FTE salary is worked out as 'salary x FTE'
- The salary for posts under the new structure are an average of the existing two posts (where appropriate)(due to CCBC/DCC differing grades and potential JE impacts), including where the HOS has specified a grade
- On-costs will be added at 30% to the final total salary costs (DCC is currently 30% and CCBC 28%)
- Grant funded posts are not in scope
- Posts within the new structure have not been through a Job Evaluation process, therefore a JE contingency of 4% will be added to cost of the new service design
- A pay structure has not been agreed as it will be dependent on the appointment of the Host Authority
- The savings total for staffing the new service design contains 2x administration posts, which individual LAs have not yet realised, and are therefore not as a direct result of collaboration

7.2 Impact on Existing Staff

The total number of (office based) FTEs included in this exercise is 184.78. Based on the new Service Design, 18.59 FTE posts would be removed from the staffing structure, and 9 new FTE posts would be created.

After removing vacant posts, posts in line for redundancy have been considered as a match for the new posts (desk top exercise). This results in a possible 8.59 FTE redundancies, just under 5% of the total staff included in this exercise.

The total value (with 30% on-costs) of the 18.59 posts removed is £626k, and the new posts would cost £236k, resulting in a net saving of £390k (before consideration of additional costs, see 7.3).

7.2.1 Redundancy Costs & Pensions Deficit

Redundancy Costs

In order to determine the estimated cost of the remaining 8.59 FTE redundancies, the staff in-scope for *each redundant post* have been profiled for redundancy and pension strain costs, with the highest total costs taken. The pensions strain (different to the pensions deficit) is also known as the '*earliness cost*' and may apply to people over the age of 55 who are in the pension scheme and made redundant. The calculation considers the employee's age, length of service and salary to produce the amount in pension costs that will need to be made by the authority to the relevant Pension Scheme.

Anticipated redundancy costs are in the region of £334k, and will contribute to the overall *transitional costs* detailed in *Section 10 – Financial Model*.

Pensions Deficit

A transfer of staff from one local authority to the other would give rise, where applicable, to staff having to transfer local government pension membership from one Fund to the other.

In early 2012, Finance Officers from both Conwy & Denbighshire met with an actuary representing the Flintshire scheme (DCC employees) and the pension manager from Gwynedd (CCBC employees). Assurance was provided that a transfer would not create an additional cost. The issue is about the accounting treatment of existing deficits.

If a group of staff transfer from *council A* to *council B*, the existing pension deficit for *council A* will not change. However, there would be fewer employees contributing to the deficit funding in *council A*. *Council B* on the other hand could have significantly increased contributions as a result of the transfer and would, in effect, over-recover employer's costs (which include an element of deficit funding).

The actuary advised that there would need to be an agreement between the councils to ensure that neither council is better, or worse off as a result of the pension transfer.

7.3 Cost of Staffing the New (Draft) Structure

A full breakdown of costs by Service and sub-service area is available in *Appendix 3*.

For the purpose of this financial analysis work, all contracted staff were included i.e. *School Escorts* and *Road Workers*, with *Relief School Escorts* and *School Crossing Patrols* excluded.

When taking into account (i) the savings from the posts removed, (ii) the cost of the new posts, (iii) the additional costs associated with the Parking Penalty Process, and (iv) the 4% grade differential to protect against JE claims and Host LA pay differences - the anticipated annual staff cost savings are in the region of £3,700.

The following summary of staffing costs are based on the approach detailed at the start of this section and will contribute to the overall *running* and *transitional costs* detailed in *Section 10 – Financial Model*.

Table 4

Staffing the New Structure

Service/Sub-Service Area	Current Structure		New Structure	No. Posts Removed	New Posts	Saving	Cost
	CCBC	DCC					
Sub-Totals pre on-costs	£3,592,195	£3,199,208	£6,487,838	18.59	9	(481,577)	£181,597
1 On costs @30%	£1,077,659	£959,762	£1,946,351			(144,473)	£54,479
2 Totals	£4,669,854	£4,158,970	£8,434,189			(626,050)	£236,076
3 Parking Penalty Processes & Parking							£48,913
4 4% grade differential to protect against potential JE claims & Host LA pay differences							£337,368
5 Total savings from the new structure						(626,050)	
6 Total costs of staffing the new structure							£622,357
7 Total						(3,693)	

Notes:

- 1 On-costs added at 30% to the final total salary costs (DCC is currently 30% and CCBC 28%)
- 2 Net saving (389,974) before additional costs
- 3 Costs identified from the impact of Conwy joining the WPPP scheme
- 4 Mitigation against costs of staff transferring to the Host LA when factoring in JE
- 5 savings made through the removal of posts within the new structure
- 6 Total cost of, new posts identified within the new service structure, Conwy joining the WPPP, and the 4% JE mitigation
- 7 Total balance is a saving of £3,687

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8. Accommodation

The following three options were considered:

- Option 1: Re-location of Heath based office staff to the Caledfryn site
- Option 2: Retain Caledfryn and the Heath sites, reorganising the staff according to Service / Sub-service Areas where appropriate
- Option 3: Staff from the Heath and Caledfryn to be located in a building formally used as office space (St Asaph Business Park)

8.1 Assumptions and Limitations

Assumptions are as follows:

- A1. The option for a new build has been discounted on the grounds of affordability
- A2. The option to move all staff from Caledfryn to the Heath has been discounted on the grounds of capacity
- A3. (Option 1) If the Heath is vacated, Conwy will utilise the building as office space
- A4. (Option 1) If non-H&I staff vacate Caledfryn, DCC will incur running costs for these staff at an alternative location
- A5. (Option 2) Half the staff across the two sites (Heath and Caledfryn) will potentially be subject to re-location
- A6. (Options 1 & 3) Based on current staff figures a floor area of 1,880m² would be required – potentially Caledfryn has 1,873m² and the St Asaph site 1,395 m². Whilst in both cases the floor area is less than the anticipate need, it is recognised that the Heath site layout is unsuitable for office accommodation with areas of floor unable to be utilised due to the shape of the rooms. As Caledfryn and St Asaph are relatively new sites the floor wastage would be minimal mitigating this concern.
- A7. (Option 3) All staff will require desk space using their existing ICT equipment (see also C1)
- A8. (all Options) The associated ICT report on these three options will initial only consider the costs of joining the services together using the existing hardware and systems. Innovation, opportunities for flexible space utilisation through improved technologies, and future proofing would require investment and will therefore not be a costed consideration for this report (it may be that this will be considered in more detail for the FBC) (see C3 and C6 below)

Considerations and Limitations are as follows:

- C1. (Option 1) There needs to be a recognition that as a result of this option there is a potential lost opportunity of releasing assets identified in the DCC Corporate Accommodation Strategy - additional running costs of approximately £90,000pa, Capital costs of £50,000 to get the building suitable for use, and a loss of capital receipts in the region of £650,000
- C2. (Option 2) It needs to be recognised that the intention to relocate small numbers of staff to have full teams working from one site, invariably results in a larger number of staff needing to be relocated (maybe within their current location) to allow this to occur
- C3. (Option 3) Without considering an innovative approach to ICT that would provide opportunities for flexible space utilisation through improved technologies, the St Asaph site would be restricted, with little room for expansion and restrictions with regards to large equipment, storage, etc. An invested approach would aim for an 80% desk provision utilising new and mobile technologies, providing more flexible use of the accommodation now and in the future

- C4.(Option 3) The St Asaph building could be let to another organisation during the life of the project
- C5.(Option 3) The St Asaph site is the only suitable location within Conwy and Denbighshire that has the appropriate capacity and is along the A55 corridor
- C6.(all Options) With the lack of initial investment to back an accommodation solution for a fully integrated service, there is the danger that the building will dictate the business need
- C7. (all Options) Disturbance Costs – work has not begun profiling the disturbance costs that may be incurred with the relocation of staff for each option. This work would be required to ascertain these costs for the FBC e.g. in CCBC's Disturbance Policy, *'CCBC will pay the difference between home to old workplace, and home to new workplace (shortest route) less five miles per day. Mileage will be paid at 20 pence per mile, and is subject to tax/NI deductions. It will be paid for 2 years. Part-time staff will receive the allowance on a pro-rata basis, depending on the number of home/work trips made'*

8.2 Option Appraisal

The purpose of the accommodation option appraisal is to consider the options in relation to the location of office based staff within a Joint Conwy and Denbighshire Highways & Infrastructure Service.

The following stakeholders were involved in this option appraisal:

- JH&I Project Team
- Property and Asset Management Officers from both Conwy & Denbighshire
- Conwy & Denbighshire Collaboration Officers Group
- Quality Assurance Team 1
- Project Sponsors

The Option Appraisal template is a recognised approach of the WLGA, having been tested for use within the public sector.

The Option Appraisal is split into two key areas, *non-financial benefits* and *costs*. The non-financial benefits criteria measures against; the majority of the project benefits, the impact on H&I and whole authority service delivery, and the likelihood of the option receiving staff and political buy in.

The exercise of weighting the criteria was undertaken by the Project Sponsors.

To assist with the exercise, considerations were detailed against the non-financial benefits which include the aforementioned considerations and limitations.

The following sequence of activities was undertaken:

- the initial draft was developed by the JH&I Project Team and Conwy & Denbighshire Property & Asset Management Officer, including identifying transitional and running costs against each option;
- the draft was then shared for comment with the Conwy & Denbighshire Collaboration Officers Group;
- the Quality Assurance Team (QAT) were asked to score the options against the non-financial benefits;
- the Project sponsors were asked to score the options against the non-financial benefits (without seeing the scores assigned by the QAT);

- the average of the two scores were taken and multiplied by the weightings.

The results against the non-financial benefits were:

Table 5

	Option 1 Re-location of Heath based office staff to the Caledfryn site	Option 2 Retain Caledfryn and the Heath sites, reorganising the staff according to Service / Sub-service Areas where appropriate	Option 3 Staff from the Heath and Caledfryn to be located in a building formally used as office space (St Asaph Business Park)
Totals (weighted score)	270	265	280

A copy of the full option appraisal is available in *Appendix 4*.

8.3 Accommodation Costs

Year 1 includes the transitional costs. All costs will contribute to the overall *transitional and running costs* detailed in *Section 10 – Financial Model*.

Table 6

Accommodation Option 1: Relocation of Heath based staff to the Caledfryn site
Accommodation Option 2: Retain Caledfryn & Heath sites, reorganising the staff according to Service / Sub-service areas where appropriate
Accommodation Option 3: Staff from the Heath & Caledfryn to be relocated in a building formally used as office space (St Asaph business Park)

	Option 1	Option 2	Option 3
1 Disturbance Costs	£0	£0	£0
2 Transitional Costs (one off)	£250,000	£100,000	£200,000
3 Lease Costs (per annum)	£0	£0	£105,000
4 Running Costs (per annum)	£155,000	£243,777	£80,000
5 Corporate Costs (per annum)	Year 1 - £109,500 Year 2 - £117,250	£0	Year 1 - £174,500 Year 2 - £182,250
6 Additional Cost of the Option	£270,723 (Year 1)	£100,000 (Year 1)	£315,723 (Year 1)
	£28,473 (Year 2)	£0 (Year 2)	£123,473 (Year 2)

Notes:

- Staff profiling work would be required to ascertain these costs for the FBC
- Option 1: 100 Heath staff to Caledfryn & 150 non-H&I DCC staff relocation (at £1,000 pp)
Option 2: based on apx. 100 staff transferring (at £1,000 pp)
Option 3: all 200 Heath and Caledfryn staff to St Asaph (at £1,000 pp)
- Lease costs for a building of similar size and structure to the St Asaph site
- Option 1: Running Costs for Caledfryn
Option 2: Running Costs for Caledfryn £155,000 and the Heath £88,777
Option 3: Running costs based on a building similar in size and construction
- Option 1: Heath Mothballed (£19,500 in yr 1 and £27,250 yr 2) & re-located DCC staff funded from the released portion of rent from Caledfryn
Option 3: Heath Mothballed (£19,500 in yr 1 and £27,250 yr 2) & other DCC staff would be moved into Caledfryn
- Compared against the current running costs at the Caledfryn and Heath at £243,777 (Caledfryn £155,000 and the Heath £88,777)

Option 1 - if we consider year two, the cost of the option is as per the current costs, plus the additional £90,000 DCC costs, off-set by the CCBC contribution of £61,527 (current costs of £88,777 minus the mothballing cost of £27,250). In year one, we incur additional transitional costs, however the cost of mothballing the Heath in that first year are reduced.

Option 2 - costs remains the same with just the additional transitional costs required in Year 1

Option 3 – if we consider year two costs, the cost of the option is the additional new building at £185,000 (£105,000 lease costs plus the £80,000 running costs of the new site) less the CCBC contribution of £61,527 (current costs of £88,777 minus the mothballing cost of £27,250). In year one, we incur additional transitional costs, however the cost of mothballing the Heath in that first year are reduced.

8.4 Conclusions to the Option Appraisal

Table 7

	Option 1 Re-location of Heath based office staff to the Caledfryn site	Option 2 Retain Caledfryn and the Heath sites, reorganising the staff according to Service / Sub-service Areas where appropriate	Option 3 Staff from the Heath and Caledfryn to be located in a building formally used as office space (St Asaph Business Park)
Totals (weighted score)	270	265	280
Additional Costs Year 1	£270,723	£100,000	£315,723
Additional Costs Year 2 (onwards)	£28,473	£0	£123,473

8.4.1 Overall it was felt that **having the staff located in one site (Options 1 & 3), was most likely to realise the benefits of:**

- **increased customer satisfaction;**
- **the whole service being recognised as a high performing service;**
- **improved development and career opportunities for new and existing employees; and**
- **increased flexibility in and efficient use of limited resources.**

It was concluded that cultural alignment is a key factor in ensuring that an integrated service can deliver its benefits, and this is most likely to be achieved from having the staff in one location. Risks associated with a single location appearing more remote for customers, can be mitigated by developing a high quality Customer Services Strategy, and implementing new ways of working to monitor and improve, the tracking and accuracy of, and response to, customer enquiries. Teams working within one location will have more opportunities to develop and maintain best practices and common, consistent working approaches. All options should provide better opportunities for skill sharing and staff development, and it was felt that this would be realised more fully by having staff in one single location. However it was recognised that a single location may restrict the viability of opportunities for some staff due to greater journey times and distances.

When considering the benefits of:

- minor disruption to the delivery of the Highways and Infrastructure Service (inc. employees); and
- minor disruption to the delivery of other council services (inc. employees),

the scoring reflects the views that whilst there is likely to be an initial negative impact on service delivery with all options, **the whole service move required for Option 3 will result in the most disruption.**

Option 2, was considered most likely to receive political and staff buy-in (including overcoming staff opposition), as not all staff would be required to move location, and both authorities would retain a main based within their County.

9. ICT

Conwy and Denbighshire ICT departments produced two joint reports for the Conwy and Denbighshire Officer Group (CDOG) in July 2011 and November 2011 outlining proposals and estimated costs for IT service delivery to the integrated service. Further to these reports, CDOG have requested more detail on the current and estimated future costs for ICT systems and applications utilised by the service.

This report provides an update of the estimated *additional* Capital and Revenue costs required to support *existing* systems under the following options:

- Option 1 - Re-location of Heath based staff to the Caledfryn site
- Option 2 - Retain Caledfryn and the Heath sites, reorganising the staff according to Service / Sub-service Areas where appropriate
- Option 3 - Staff from the Heath and Caledfryn to be located in a building formally used as office space (St Asaph Business Park)

9.1 Assumptions and Limitations

It must be noted, that

- (i) the following costs are in addition to the existing costs of the delivery of IT services to the current H&I services, and
- (ii) the transitional and additional running costs are in the main attributed to the transfer of staff, ICT systems and Infrastructure to a Host LA, rather than the physical relocation.

General Assumptions:

1. Capital and revenue costs for the implementation of completely new systems or technologies aimed at delivering transformation and efficiencies within the Joint Integrated Highways Service (e.g. EDRMS, Sharepoint, IPADs) cannot be included in this report without a clear specification of Service requirements. However, there may be opportunities for efficiencies through investment in these technologies but they are out of scope for this project. Additional capacity for *new* work would be costed separately.
2. Where possible staff will move their existing pc/laptop/tablet/printer and telephony hardware/software licenses in to the new integrated service. The hardware is of an appropriate specification and condition to be supported in the new joint service.
3. The cost to migrate data and licenses will need to be investigated with the individual application owners once the decision has been made regarding which applications will be used by the joint H&I service and which of the LAs will act as the host (See Appendix 3). Without this information at a specific application level it is difficult to make an assumption on any savings or additional costs that may be incurred in relation to systems usage. Additional hardware and specialist consultancy charges are also likely to be incurred to accommodate any systems migrations from one authority to another.
4. The systems used by both DCC and CCBC are detailed the joint ICT report (*Appendix 5*).
5. The 200 Highways and Infrastructure (H&I) staff number is apportioned on a 50/50 ratio with 100 staff currently CCBC employees and 100 currently DCC employees. Therefore, each ICT service will be taking on an additional 100 staff to support.

6. The merger of existing systems or implementation of replacements for the Joint Highways and Infrastructure Service will carry a substantial additional overhead on both ICT Services as the migration work is undertaken and consequential network or server infrastructure improvements are introduced. Consultancy costs from existing and new ICT providers are likely to be high but Conwy and Denbighshire can provide specialists in technology areas such as Networks, Telephony, Virtualisation, SAN, Citrix, AD, SQL, Desktops and Security to help limit the requirement for external expertise.
7. An estimated additional cost of £75k has been put forward as a reasonable, 'transitional' charge to allow a contribution towards resourcing the extensive additional workloads brought about in managing this merger for the hosting ICT service. Resource could not be freed up from the non-hosting Council as officers are not purely dedicated to Highways work and instead deliver IT support and management services across the Council. This transitional fund should be put in place for an initial period of 2 years with an agreement to review at the end of this term.
8. Each ICT service will work in partnership to support transfer of skills wherever possible to enable officers in the host service to support systems and technologies operated by the integrated H&I service. This will help alleviate some of the demand and costs associated with training/3rd party consultancy.
9. Where systems are common across Conwy and Denbighshire, all licences transfer at no additional cost.

9.2 ICT Costs

The following summary of additional ICT costs will contribute to the overall *running* and *transitional* costs detailed in *Section 10 – Financial Model*.

Table 8

	Option 1 Re-location of Heath based staff to the Caledfryn site	Option 2 Retain Caledfryn and the Heath sites, reorganising the staff according to Service / Sub-service Areas where appropriate	Option 3 Staff from the Heath and Caledfryn to be located in a building formally used as office space (St Asaph Business Park)
Transitional Costs	£211k	£222k	£272k
Annual Costs	£61k	£52k	£72k

The table reflects the highest costs and is based on general ICT and (H&I and Corporate) software specific costs. It excluded costs associated with common software across the two LAs.

It is important to note that where systems are common across Conwy and Denbighshire, an assumption has been made that all licences will transfer at no additional cost (see assumption 9 above) and therefore these are excluded from the totals above and the full Financial Model. The total liability has the potential (worst case scenario) to reach an additional estimated £292k in set up costs and £162k annual costs.

A full breakdown of ICT costs is available in *Appendix 5*.

10. Financial Model

It is not the intention to compare this financial model against the current H&I budgets. The purpose is to provide an indication of the potential costs/savings to each council for integrating the service. Therefore, this model will include both service and corporate costs/savings.

It is also important to note that whilst on-costs at 30% have been added to the costs of staffing the new structure, this will not cover the full costs of the Host LA providing support services. It is the assumption at this time that the host LA will charge no more than the costs currently incurred by the delegating LA.

The following costs are additional revenue and transitions costs attributed to (i) staffing the new structure, (ii) accommodation options and (iii) ICT.

All aforementioned assumptions and limitations apply.

Table 9

Additional Costs of the New Integrated Service Design

Accommodation Option 1: Relocation of Heath based staff to the Caledfryn site

Accommodation Option 2: Retain Caledfryn & Heath sites, reorganising the staff according to Service / Sub-service areas where appropriate

Accommodation Option 3: Staff from the Heath & Caledfryn to be relocated in a building formally used as office space (St Asaph Business Park)

* based on the assumption that all staff transfer and move accommodation in Year 1

	Option 1			Option 2			Option 3		
	Year 1*	Year 2	Year 3	Year 1*	Year 2	Year 3	Year 1*	Year 2	Year 3
Running Costs									
1 Staffing the Structure	(389,974)	(389,974)	(389,974)	(389,974)	(389,974)	(389,974)	(389,974)	(389,974)	(389,974)
2 Parking Penalty Processes & Parking	£48,913	£38,913	£38,913	£48,913	£38,913	£38,913	£48,913	£38,913	£38,913
ICT	£61,000	£61,000	£61,000	£52,000	£52,000	£52,000	£72,000	£72,000	£72,000
Accommodation	£20,723	£28,473	£28,473	£0	£0	£0	£115,723	£123,473	£123,473
4% JE Contingency	£337,368	£337,368	£337,368	£337,368	£337,368	£337,368	£337,368	£337,368	£337,368
Total Additional Running Costs	£78,030	£75,780	£75,780	£48,307	£38,307	£38,307	£184,030	£181,780	£181,780
Transitional Costs									
Redundancy	£334,263	£0	£0	£334,263	£0	£0	£334,263	£0	£0
ICT	£211,000	£0	£0	£222,000	£0	£0	£272,000	£0	£0
Accommodation	£250,000	£0	£0	£100,000	£0	£0	£200,000	£0	£0
Total Transitional Costs	£795,263	£0	£0	£656,263	£0	£0	£806,263	£0	£0
3 Total Additional Costs	£873,293	£75,780	£75,780	£704,570	£38,307	£38,307	£990,293	£181,780	£181,780

Notes:

- 1 Net savings from staffing the new structure before additional costs are applied
- 2 Year 1 includes one off joining fees of £10k
- 3 Total Transitional and Running Costs by year (excluding the Pensions Deficit estimate)

10.1 Financial Analysis

It is the finding of this project that proceeding with an Integrated Highways and Infrastructure Service across Conwy and Denbighshire will not deliver any cashable savings in (at least) the first three years.

Option 1 - Relocation of Heath based staff to the Caledfryn site

Additional running cost are anticipated for the first year in the region of £78k, reducing to an estimated £76k in years two and three. Transitional costs would be required in the region of £800k.

Option 2 - Retain Caledfryn & Heath sites, reorganising the staff according to Service / Sub-service areas where appropriate

As the least expensive option, additional running costs are anticipated for the first three years in the region of £48k, reducing to an estimated £38k in years two and three. Transitional costs would be required in the region of £656k.

Option 3 - Retain Caledfryn & Heath sites, reorganising the staff according to Service / Sub-service areas where appropriate

As the most expensive option, additional running costs are anticipated for the first three years in the region of £184k, reducing to an estimated £182k in years two and three. Transitional costs would be required in the region of £806k.

10.2 Potential for Future Savings

There are already aspects of the Highways and Infrastructure Service across Conwy and Denbighshire that are collaborating with a Joint Service Manager appointed; namely Street Lighting and Passenger Transport. Any savings realised from these areas of integration over the last three years are set out as received from the Head of Service in Section 3.3 of this report.

There may be potential for further savings through the integration of sub-service areas in Phase two, however, it is not the purpose of this report to identify the full extent of any such benefits and potential savings – this work will be undertaken in Phase 2 of the project.

What can be reported is that the expectation for sub-service full integration is in meeting the Project Benefits, rather than yielding significant financial savings. There may be savings to be made by reviewing processes and procedures (e.g. tendering for contracts), but we need to question if these can be achieved through 'soft' collaboration (sharing good practice), rather than being reliant on full integration. We need to be ever mindful that financial savings through full integration are more commonly and initially achieved through redundancies, which can have significant transitional costs attached.

10.3 Charging Methodologies

In October 2011, a H&I Integrated Service 'Financial Implications' report was submitted to the Collaboration Officers Group which states:

"The distribution formula ought to be as straightforward as possible so it is easily understood. Service level Indicator Based Assessments (IBAs) are an independent, pre-existing proxy for need. They are a key element used to calculate SSA and ultimately drive out the RSG formula. The basic components and proportions would be as follows:

	Denbighshire £'000	Conwy £'000	Indicators
School Transport	3,192	3,602	Population aged 3-15 Area
Road Maintenance	6,412	6,814	Population Weighted Road Length Traffic Flow
Street Lighting	958	1,219	Street Light Units
Public Transport	589	847	Settlement Threshold Population
Concessionary Fares	367	451	Population
Road Safety	197	318	Urban Road Length Population
Total IBA	11,715	13,251	
% IBA Distribution	46.92%	53.08%	

It would be preferable if the above could be used as the basis to apportion all savings in future but it may transpire, as the service structure emerges, that a second tier service level agreement may have to be devised if the IBA approach doesn't lend itself effectively to some areas. That said, to determine a mechanism that is more detailed and therefore complicated, would probably involve a considerable effort and achieve broadly the same result. It also means more discretion may have to be introduced which may be subject to challenge politically. Therefore the IBA based allocation should be the 'norm' with other arrangements being exceptional. The theory would dictate that as service areas are pooled and service delivery plans for each council established, all net savings arising as a result of collaboration are apportioned on the basis above, regardless of where the saving originated. This type of formulaic distribution of savings would have to be assessed over the entire collaboration programme and therefore over a three or four year period rather than focussing on individual element in any one year."

11. HR Model

It will be necessary to consult with unions on the process for managing the change with staff (a number of meetings to consult on the project approach and the draft service design have already taken place). It will also be necessary to agree a detailed timetable for consultation, recruitment, redeployment, redundancy activity with all employing organisations and the unions.

There have been a number of pieces of work already undertaken on the alignment of culture and induction to a new organisation, which will form the basis of the HR approach. In addition, further discussion is required to identify opportunities to align culture and build the new team ethos within the service.

Key areas for consideration include:

- Responsiveness and Culture;
- Perceptions of influence including employer/employee perception to ensure a unified approach to the delivery of a Joint Highways & Infrastructure Service; and
- Resourcing the HR issues so they do not excessively delay the implementation of the new service.

A comprehensive review of existing job descriptions will have to be undertaken to ensure that they are 'fit for purpose' and meet the requirements of the joint service. In addition, a number of new job descriptions will have to be developed, agreed and evaluated to support the new roles within the proposed structure.

11.1 TUPE Arrangements

Members of staff who are currently engaged in delivering the Highways & Infrastructure 'in-scope' functions through their individual organisations, may have a right to transfer to the new structure, which will be providing that function on a shared service basis. This transfer would be subject to TUPE regulations. Under these regulations, members of staff will transfer with at least their existing statutory employment rights and contractual entitlements.

Any resulting redundancies would be the responsibility of the host authority.

11.2 Salary Ranges

Both Authorities use the GLPC job evaluation scheme, however how this is applied across the two authorities does vary due to the development of local conventions.

Once a host authority has been agreed, all future job evaluations should be undertaken in accordance with the host authority evaluation schemes.

11.3 Policies & Procedures

A complete review of policies and procedural differences across the two authorities will need to be undertaken. This will need to be carried out by the host authority to ensure that correct policies, procedures and terms and conditions are applied to the employee. There will also need to be a commitment by the new employer to agree a pay, terms and conditions harmonisation strategy within 3-5yrs of the new structure formation, in order to address any equal pay issues in line with legislation.

However for managing the transfer process, there needs to be a common process and policies for:

- **Redeployment** (the process not entitlements such as pay protection);
- **Applications for Premature retirements** (the process not the entitlements);

- **Job matching;**
- **Recruitment and Selection to the new posts;**
- **Redundancy Management** (however in terms of redundancy entitlements the employees current terms and conditions will apply and so consultation will not be required on this aspect);
- The **Sickness Absence Policy;** and
- **Flexi time** arrangements.

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12. Risk Management

The process for identifying, assessing, managing and monitoring risk is an integral part of project management. The continual identification and assessment of risk is key to the successful delivery of our objectives.

The changing external environment and the decisions made in the course of delivering the project, will continuously alter the status of risks identified and new risks emerging. The risk assessment process should support this ongoing and forward-looking identification and assessment of risk as part of the project.

The risk register for this project was developed during the Visioning Workshop (April 2012), in a session that looked at; *'what could possibly go wrong?'* and *'what is already, or could act as a poison to prevent the collaboration reaching a successful conclusion?'*

The participants were asked to consider:

Internal factors e.g. the partners in the collaboration; shared vision; direction and momentum; management of stakeholders; appropriate consultation; of commitment; key calendar dates etc

External factors e.g. Political, Economic, Sociological, Technological, Legal & Environmental factors

Highways and Infrastructure staff were informed of the risk register in the May 2012 Newsletter and invited to share any risks throughout the duration of the project.

The Project Manager will actively manage project risks, and put in place a mechanism to ensure those allocated responsibility for mitigating risks, are proactively working to ensure the mitigation. In order to facilitate this, the owners of risks are required to provide an update at regular intervals at the request of the project manager. The Risk Register is formally reviewed bi-monthly.

The full project risk register (as at July 2012) is attached as *Appendix 6*.

13. Summary of Findings

Section 1 of this report states that one of the purposes of this document is to ‘consider if delivering a joint (fully integrated Conwy and Denbighshire Highways and Infrastructure) service is likely to result in a better service that costs less’.

This report reviews the costs and benefits in relation to a new service design, under three accommodation options:

- Option 1: Re-location of Heath based office staff to the Caledfryn site
- Option 2: Retain Caledfryn and the Heath sites, reorganising the staff according to Service / Sub-Service Areas where appropriate
- Option 3: Staff from the Heath and Caledfryn to be located in a building formally used as office space (St Asaph Business Park)

The financial model in Section 10 uses the highest costs associated with:

- HR - staffing the new service, JE contingencies and redundancy (section 7);
- Accommodation – moving, lease, running and corporate costs (section 8); and
- ICT - based on using the existing equipment and software (section 9);

Whilst it is not the purpose of this report to identify any savings at a sub-service level, it is recognised that there may be savings to be made from integration further down the structure (e.g. tendering for contracts, reviewing processes and working practices), however, we need to question if these can be achieved through ‘soft’ collaboration (sharing good practice, partnerships), rather than being reliant on full integration?

Table 11

	Option 1			Option 2			Option 3		
	Year 1*	Year 2	Year 3	Year 1*	Year 2	Year 3	Year 1*	Year 2	Year 3
Total Additional Running Costs	£78,030	£75,780	£75,780	£48,307	£38,307	£38,307	£184,030	£181,780	£181,780
Total Transitional Costs	£795,263	£0	£0	£656,263	£0	£0	£806,263	£0	£0
Total Additional Costs	£873,293	£75,780	£75,780	£704,570	£38,307	£38,307	£990,293	£181,780	£181,780

It is the finding of this report that full integration of the service, under any of the above three accommodation options, will require additional annual revenue (cost more), and will incur significant transitional costs.

The second question ‘will full integration between Conwy and Denbighshire result in a better service?’ is more difficult to measure in the absence of robust working examples. We can however, start by considering the expected improvements from full integration outlined in this report (section 6.3), against the expected project benefits.

Here we will again need to question if the following expected improvements can also be achieved through ‘soft’ collaboration (sharing good practice, partnerships), rather than being reliant on full integration?

	Anticipated Project Benefits	Expected Improvements
1	Increased customer satisfaction	By combining the staff and bringing together the best practices of both authorities, the integrated service will be able to develop one consistent approach for customer standards and management. Within the new structure there is an opportunity to

		<p>develop a 'community relationship' role for each of the senior managers in the joint service. The role will act as a key contact in areas for Members, community groups and community councils. It is important that a strong area presence and knowledge is maintained and enhanced to provide a high quality service.</p> <p>A fully integrated team provides greater capacity to deal with the peak periods experienced by customers (e.g. home to school transport).</p>
2	The whole service is recognised as a high performing service	<p>Through Asset Management being brought into the core of the service (under Business Development), it will drive the decision making across the service, and determine the activities across many parts of the service.</p> <p>The proposal is for a Quality and Innovation Manager post to be created, which would harvest best practice from the public and private sector. This is a really important element of establishing the new service to ensure that there is a culture of continuous improvement and challenge.</p> <p>Across the whole service there will be consistently robust processes and minimal duplication.</p> <p>Combined teams will ensure we have a clear direction and clear priorities on our policies, which gives us a strong voice in TAITH and in national transport forums.</p>
3	Improved development and career opportunities for new and existing employees	<p>There will be better opportunities for skill sharing and development, given the benefits that will arise by combining both Authorities' Highways knowledge and skills.</p> <p>Staff co-located in same service or sub-service teams, will have shared access to new opportunities.</p>
4	Increased flexibility in and efficient use of limited resources	<p>Through Asset Management being brought into the core of the service (under Business Development), it will ensure the most effective deployment of resources, and ensure principles of whole life cost are utilised to best effect.</p> <p>Economies of scale for procurement can be achieved across the service by only needing to prepare tender documents once, which requires less officer time and effort. In addition, tenders which have a greater value of work will often attract more competitive rates.</p> <p>Across the service there will be extra capacity, resilience, and flexibility to be able to; manage peaks in workload; target problem areas, deal with staff changes through absence and turnover, and strengthen succession planning.</p> <p>The combined teams will release capacity to develop strategies that will meet regional and national agendas, and ensure that the potential for external funding sources are optimised.</p> <p>There are opportunities to share the cost of developing depot facilities, and increase the services offered to NMWTRA from a larger joint team which could help offset the cost of the labour, plant and equipment to the</p>

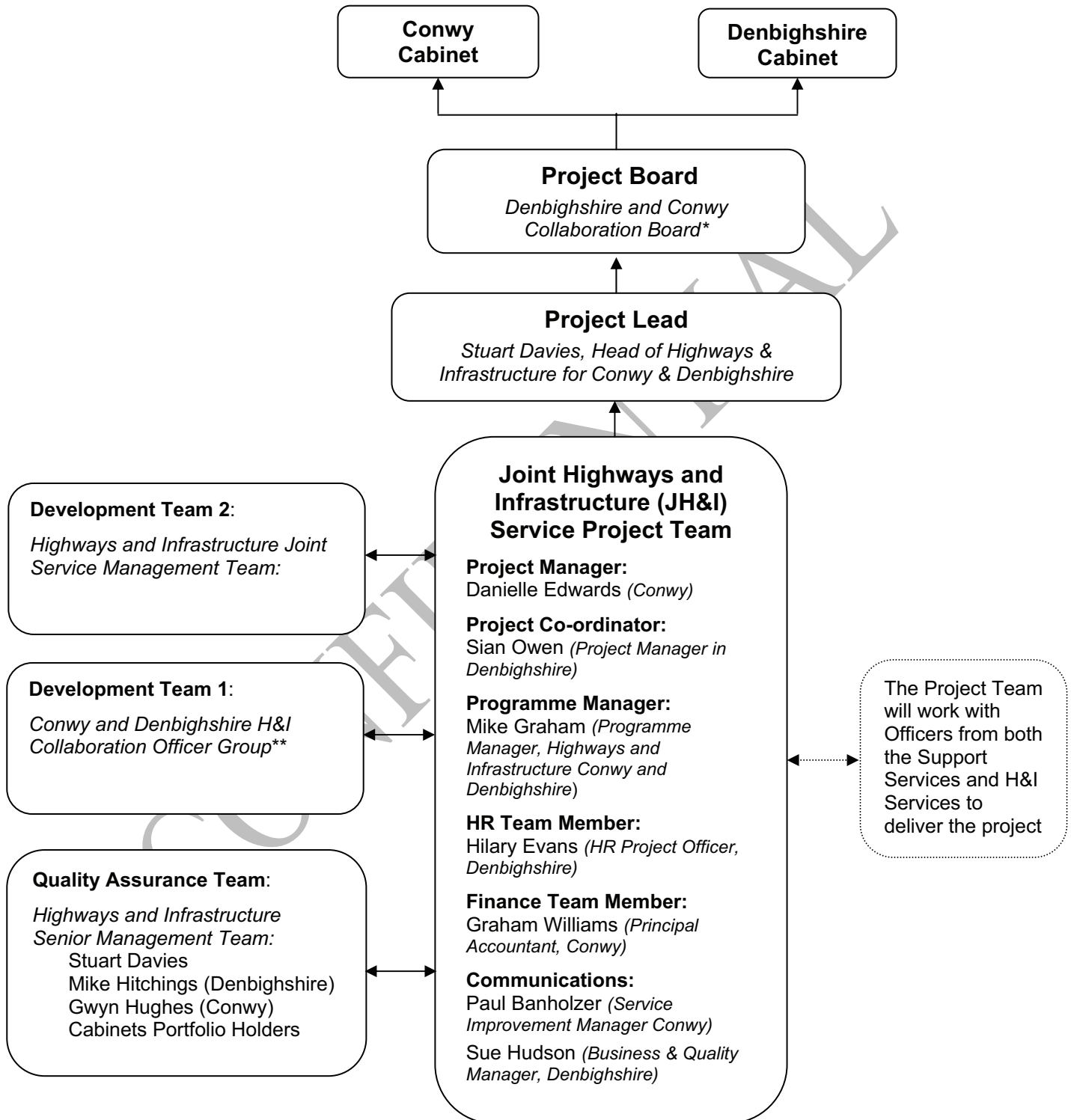
		authorities.
5	More robust legal compliance	<p>Centralising 3rd Party Claims and recharges will enable robust approaches for defence of claims and recovery of money against 3rd parties. It will ensure weaknesses are monitored and procedures and policies revised, helping to maximise cost recovery and minimise exposure to claims.</p> <p>Across the whole service there will be consistently robust processes and minimal duplication.</p>
6	Improved contribution to strategic agendas	<p>Combined teams would have increased capacity and capability to direct resources to strategic priority areas, and to develop strategies that will meet regional and national agendas and ensure that the potential for external funding sources are optimised to tackle the priorities of both authorities.</p>

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**Joint Highways and Infrastructure Fully Integrated Service:
Project Governance Structure**

* Representation across the two LAs from; Chief Executives, Corporate Directors, Council Leaders, Portfolio holders, Scrutiny committees.

**Representation across operational and support services for Highways and Infrastructure in Conwy and Denbighshire.



Breakdown of Functions under the New Joint Service Structure

Where a function has been moved from one sub-service area to another, it will state '(Moved from.....)'.
 Opportunities for a better service have also been included under the sub-service areas.

Opportunities for a better service have also been included under the sub-service areas.

1. Aligned Sub-Service Areas

Service Area & Sub-service Areas	Functions
Business Development	
Business, Quality & Customer Management	<ul style="list-style-type: none"> ▪ Performance Management, Risk Management, Business Planning, Crisis Mgt and Service Continuity ▪ Collation of information relating to insurance claims against the Council ▪ PA duties to HOS ▪ Welsh Language, Equalities ▪ Sustainability and Communications ▪ Maintenance and improvement of the ISO 9001 Quality Management System ▪ Service delivery improvements through the development of codes of practice and standards ▪ Web information and publications ▪ Monitoring and Co-ordination of responses to Complaints and Queries ▪ Full administrative support to whole service ▪ Freedom of Information / Data Protection Issues ▪ Premises Administration - Co-ordination of repairs and maintenance to building ▪ Carrying out co-ordination duties to ensure the quality and availability of ICT & office equipment provision ▪ (Moved from various sub-sections) Third party claims administration ▪ (Moved from various sub-sections) Liaison and management of third party insurance claim defence <p>Opportunity1: Identify innovation through development – a specific role Opportunity2: Co-ordinate on Health and Safety across the service Opportunity3: Align, maintain and develop Quality Assurance across the Service Opportunity4: Coordinate the Customer Relationship role (as part of each Service Area Managers responsibility) Opportunity5: Rechargeable works costs – Finance or Business function?</p>
Asset Management	<ul style="list-style-type: none"> ▪ Maintaining databases of Highways assets and inspections ▪ Keep and update the Register of highways together with the administration of Local Land Searches ▪ Determine asset valuation data ▪ Manage the asset management system & PDA devices and support departmental users ▪ Keep and update the Local Street Gazetteer (Conwy only) ▪ Procure and process highway condition data (UKPMS) <p>Opportunity1: Traffic data fed into asset management Opportunity2: Potentially providing this service to other authorities (income generation)</p>
Parking Penalty Processes	<ul style="list-style-type: none"> ▪ Penalty Charge Notice (PCN) processing
Coastal & Countryside	
Harbour Management (Conwy & Foryd) & Maritime Service	<ul style="list-style-type: none"> ▪ Management and operation of Foryd Harbour functions, including navigation, moorings, berthing, maintenance, inspections, issuing of moorings, navigational aids ▪ Development of operating systems for Harbour and Maritime functions ▪ Operation & Management of the Foryd Boat Park, boat lifting and movement operations, collection of fees and charges, maintenance of equipment (in CCBC and Harbour car parks) ▪ Conwy Harbour ▪ Rhos on Sea ▪ Management of Slipways, Beaches, Foreshores ▪ Beach Award applications
Public Rights of Way	<ul style="list-style-type: none"> ▪ Rights of Way maintenance

	<ul style="list-style-type: none"> ▪ Compliance with ROWIP ▪ Definitive map and public path orders ▪ Enforcement ▪ Facilitating the 'Access Forum' (statutory requirement)
Major Projects and Bridges	
Major Projects	<ul style="list-style-type: none"> ▪ (Moved from Bridges and Structures) Project Management of Regeneration led construction projects ▪ Design, procurement, cost consultancy, construction management and CDM-C services ▪ Project management support for infrastructure and highways schemes, urban regeneration, coastal works and transport related schemes ▪ Highways design Consultancy services for North and Mid Wales Trunk Road Agent ▪ Design function for highways and civil engineering projects county projects <p>Opportunity1: Section 278 Agreements – offer full package of design, tender, and site supervision. Fees to be made. Must consider costs benefits and risks.</p> <p>Opportunity2: Strong commercial focus resulting from combined Major Projects functions.</p>
Bridges & Structures	<ul style="list-style-type: none"> ▪ Maintaining, replacing and providing new footbridges on Public Rights Of Way ▪ Liaising with other highway bridge owners, such as Network Rail ▪ Dealing with CADW on works to highway structures designated as Ancient Monuments or Listed buildings ▪ Routine/cyclic maintenance and programmed works supervision for internal and NWMTRA clients ▪ Undertaking General, Principal and Special Inspections and assessments for internal and NWMTRA clients ▪ Implementation of the requirements of the Code of Practice for Highway Structures ▪ Managing proposals by statutory undertakers to lay apparatus (ducts, pipes, etc) on or near highway structures ▪ Managing design consultants and specialist consultants/ contractors (Preliminary investigations, detailed design, preparation of contract documents and site supervision) for Bridge Works ▪ Technical Approval of all new or altered structures on or adjacent to the highway and all structures on or adjacent to highways to be adopted ▪ Writing briefs for the procurement of specialist consultants/contractors to carry out Bridge Works <p>Opportunity1: Need County Bridges Manager and small team. Knowledge of assets required for quick response. Call on pool of engineers for design, principal inspections.</p>
Passenger Transport (inc. Public Transportation)	
Education Transport Service	<ul style="list-style-type: none"> ▪ Administer school and college contracts for Conwy and Denbighshire ▪ Operate the DCC yellow school bus (DCC Only)
Public Transport (Concessionary fares, installation & repairs of bus shelters, timetable information)	<ul style="list-style-type: none"> ▪ Administer the free concessionary travel system for both Conwy & Denbighshire, assessing eligibility, making payments to operators and producing travel passes ▪ Produce and install roadside publicity for Denbighshire and install (only)for Conwy ▪ Undertake bus service infrastructure installations and repairs for both Conwy & Denbighshire ▪ Administer bus service contracts and agreements for Denbighshire (DCC Only) ▪ Rail policy liaison (DCC Only) ▪ Community TPT (DCC Only) ▪ Assess network for socially necessary bus services
Streetworks & Parking Management	
Streetworks	<ul style="list-style-type: none"> ▪ (Moved from Bridges and Structures) Review and manage route notifications from hauliers in respect of the movement of abnormal loads ▪ Assessment of proposals by statutory undertakers to carry out works to maintain their assets on the highway ▪ Amending Statutory undertakers proposals (timings and locations of works) using New roads and street works Act 1991 ▪ Undertaking Network Management duty, relating to the Traffic Management Act

	<p>2004</p> <ul style="list-style-type: none"> ▪ Maintain and up keep of the Street works register ▪ Co-ordinate all works on the highway ▪ Fixed penalty notices as permitted under legislation ▪ Temporary traffic orders on the highway ▪ Inspections of works on the Highway, issuing defects notices as set out in New roads and street works Act 1991 as required ▪ Licence activities on the highway ▪ Approval and inspection of temporary traffic management ▪ Management of events on the Highway ▪ Licence Skips, Scaffolds/Hoardings, containers and cherry pickers on the highway ▪ To provide all of the street Works functions above to NMWTRA . with the exception of Temporary Traffic orders
Parking	<ul style="list-style-type: none"> ▪ Management of Marine Drive (CCBC Only) ▪ Civil parking enforcement ▪ Car park management, cash collection ▪ Car park permit issue/control (e.g. residential schemes) ▪ Penalty charge notice processing (deals with most aspects of the processing of PCNs up to the traffic penalty tribunal stage)- elements relating to write-offs and debt recovery
Highways Safety & Improvement	
Traffic / Engineering Policy (TAITH e.g. walking, cycling)	<ul style="list-style-type: none"> ▪ General highways infrastructure improvements to increase traffic flow and capacity ▪ Representation at TAITH Regional Transport Consortium ▪ Traffic Regulation and Control - Speed limits, one way streets, parking restrictions etc ▪ Safer Routes in Communities initiative ▪ Collection and analysis of traffic data - traffic flows, traffic speeds and accident data ▪ Transport planning - forward planning of improvements to the highway network ▪ Design, procurement and installation of road safety engineering measures ▪ Infrastructure provision to assist pedestrians ▪ Investigation and provision of cycling facilities ▪ Function of being involved in all aspects of 'Aids to Movement' incorporating provision of road signing, road markings and the management of traffic movements through traffic regulation orders ▪ Management, inspection and maintenance of traffic signal installations* (*DCC ONLY) ▪ (Moved from Street Lighting) New traffic signals ▪ Creation of new cycle routes
Accident Investigation & Road Safety	<ul style="list-style-type: none"> ▪ Running the School Crossing Patrol Service ▪ Road safety education, training and publicity ▪ Road traffic accident investigation and remedial schemes ▪ Informal traffic safety inspections ▪ Road safety audit ▪ Informal safety checks (small schemes)
Highway Development Control	<ul style="list-style-type: none"> ▪ Review pre-Planning and Planning applications that will have an affect on the highway network or individual portions of it, recommending alterations or acceptance of developers' proposals ▪ Contributing to the Local Development Plan ▪ (Moved from Streetworks) Private street works code administration, private streets urgent repairs, advanced payment code, observations on development proposals
Network Maintenance & Street Lighting	
Highway Maintenance	<ul style="list-style-type: none"> ▪ Undertake routine and detailed safety inspections to provide statutory defence under Section 41 Highways Act 1980 ▪ (C) Complaints investigation - Public, Town & Community Councils, Elected Members MP's & AM's ▪ Enforcement issues under Highways Act 1980 - Service of notices under appropriate legislation

	<ul style="list-style-type: none"> ▪ Supervision of Planned, Reactive and Cyclic maintenance works in accordance with Code of Practice ▪ Winter Maintenance function <i>and extended ARGY contractors</i> ▪ Maintenance of cycle routes (<i>DCC Only, ETS in Conwy</i>) ▪ <i>(Moved from Streetworks)</i> Both Section 38 and Section 278 (Highways Act 1980) Agreements (<i>adoption of Highways</i>) ▪ Identify rechargeable works following damage to highway assets (income recovery) ▪ Provision of emergency out of hours service ▪ Deal with highway flooding and other emergency events/situations ▪ <i>(Moved from Parking Services)</i> Maintenance of Marine Drive (scenic Conwy drive around Great Orme's Head) ▪ <i>(Moved from Traffic)</i> Management inspection and maintenance of traffic signs, road markings, street name plates, pedestrian guardrail, high friction surfacing (CCBC Only) ▪ <i>(Moved from Parking Services)</i> Car Parks maintenance (e.g. Surface, white lines and barriers) <p>Opportunity1: Inspection and maintenance of multi story and underground car parks (<i>Comment1: Good – better skills to carry out inspections than Parking staff</i>)</p> <p>Opportunity2: Inspections undertaken on PMAS behalf (i.e. un-adapted areas of Highways) – possible income generation</p>
Street Lighting	<ul style="list-style-type: none"> ▪ Undertaking routine and detailed inspections and assessments ▪ <i>(Moved from Network Maintenance)</i> Identify rechargeable works following damage to highway assets (income recovery) ▪ Routine/cyclic maintenance and programmed works and supervision ▪ Raising of routine maintenance schemes of work for revenue and capital works instructions ▪ Deliver emergency and planned maintenance works inclusive of County and Trunk Road Cyclic and Minor works. ▪ Oversee, review and approve Section 38 and 278 applications. ▪ Routine and reactive maintenance for NWTRA. ▪ Provision of emergency out of hours cover. ▪ Management, design, inspection and maintenance of all illuminated street furniture. ▪ Management, design, inspection and maintenance of all traffic signals (CCBC only). ▪ Design, procurement and installation of Street Lighting replacement schemes.
Highway Works Unit	<ul style="list-style-type: none"> ▪ <i>(Moved from Major Projects)</i> Routine and reactive operation and maintenance activities for North & Mid Wales Trunk Roads Agency ▪ <i>(Moved from Network Maintenance)</i> Service provider for Trunk Road Maintenance ▪ <i>(Moved from Civils / Highway Operations)</i> Carriageway Surface Dressing ▪ <i>(Moved from Civils / Highway Operations)</i> Winter Maintenance Provision ▪ Deliver planned maintenance works – (cyclic and) minor improvements, carriageway and footway patching, horticulture, drainage on County and Trunk Roads. ▪ Deliver Cyclic Maintenance functions on County and Trunk Roads including gully emptying. ▪ Deliver emergency highway maintenance activities on County and Trunk Road Network e.g. Category 1 defects. ▪ Provide an emergency response service inside and outside normal working hours on County and Trunk Roads. ▪ Recharging NMWTRA works through the Schedule of Rates

Additional Opportunities for consideration:

- In order to maximise efficiency, an evaluation of the client and contractor roles will need to be undertaken to include a process mapping session to determine which process currently in place within CCBC or DCC would be most beneficial in terms of service delivery whilst also providing the scope for achieving financial savings. There is a significant amount of duplication at present and taking a 'twin hatted' approach thus

removing the client and contract roles is the way forward as we have found within Street Lighting.

- As mentioned during the meeting, there is a considerable amount of duplication in some of the operational functions which are undertaken in several sub service functions such as the approval of Section 38 and 278 applications, processing third party rechargeable claims and design works. I believe that there may be an opportunity to align some these functions under one section.
- The use of internal expertise as opposed to external consultants

2. Non Aligned Sub-Service Areas

Service Area & Sub-service Areas	Functions
Business Development	
Finance	<ul style="list-style-type: none"> ▪ Provide a full range of professional accountancy services to Senior Managers of the Highways and Infrastructure Service. ▪ To be responsible for the budget preparation, monitoring and control of all divisional budgets, in accordance with the policies and procedures established by the Authority ▪ Provide financial information, advice and support to Senior Managers of the Highways Department responding promptly to service pressures and taking appropriate corrective action ▪ Completion of financial and non-financial returns for the National Assembly and other agencies including Revenue Outturn (RO's) and Revenue Account (RA's) forms, CIPFA statistics and the preparation of various Grant Claims for submission to the National Assembly Trunk Road partnership and the District Auditor in accordance with established timescales ▪ Manage the day to day maintenance and control of the stores service, taking particular responsibility for the ongoing review of stock lines and levels, as well as receipting, issuing, security and control of stock <p>Opportunity1: Finance section in CCBC Highways but centralised in DCC (external to DCC Highways). Explore opportunities to re-align.</p>
Fleet Management & Maintenance	<ul style="list-style-type: none"> ▪ Operators License ▪ Vehicle maintenance external customers ▪ Vehicle Maintenance internal departments ▪ Tachograph fitment and calibration ▪ Section 19 Permits ▪ Vehicle/Plant, spare parts, general hire etc tendering to E.U. requirements ▪ HGV - PSV - Class 4,5,7 MOT testing ▪ Fuel Management ▪ Vehicle Tracking ▪ Accident management ▪ LOLER inspections ▪ Vehicle Hire ▪ E.U. and Domestic Drivers Hours ▪ Vehicle Cleaning ▪ Taxi and Private Hire Compliance testing <p>Opportunity1: <i>Fleet Management & Maintenance</i> is currently a sub-service area within the H&I Service in DCC, and within the Environmental Service in CCBC - explore opportunities to re-align to either H&I or Environmental Services</p>
Emergency Planning	<ul style="list-style-type: none"> ▪ Emergency Response in DCC <p>Opportunity1: Emergency Planning is currently a sub-service area within the H&I Service in DCC, and within the Corporate Civil Contingencies Unit in CCBC (although a responsible officer has been identified within Conwy H&I – namely the Service Improvement Manager). Explore opportunities to re-align.</p>
Coastal & Countryside	
Countryside Services	<ul style="list-style-type: none"> ▪ Biodiversity (<i>statutory and discretionary elements</i>) ▪ Nature Reserve Management (<i>statutory and discretionary elements</i>) ▪ Countryside Access promotion ▪ Coed Cymru <p>Opportunity1: Countryside Services is currently a sub-service area within the H&I Service in CCBC, and within the Environmental Service in DCC - explore opportunities to</p>

	re-align to either H&I or Environmental Services
Major Projects & Bridges	
Flood & Coastal Protection (inc. Drainage for DCC only)	<ul style="list-style-type: none"> ▪ Obtaining Welsh Government grant aid for Capital Works on Flood Alleviation Schemes ▪ Writing briefs for the procurement of specialist consultants/contractors ▪ Managing design consultants and specialist consultants/ contractors (Preliminary investigations, detailed design, preparation of contract documents and site supervision) in connection with flood alleviation schemes ▪ New duties currently being defined as a result of the new Flood & Water Management Act. Including consenting of works to ordinary watercourses and the investigation of flooding ▪ Maintaining a databases of flood defence infrastructure ▪ Development and review of Local Flood Risk Management Strategy ▪ Maintaining a database of coastal flood defence infrastructure ▪ Monitor the coastline, including photographic survey. Consider remedial actions to be taken. ▪ Participating in wider coastal monitoring issues with neighbouring authorities and organisations ▪ Responding to correspondence from the public, students, local associations, various coastal institutions. ▪ Preparing contracts to employ Consultants for specialist advice. ▪ Obtaining grant aid from the Welsh Assembly Government for Capital Projects. ▪ Responding to internal consultations on development within the coastal area. ▪ Representing DCC on bodies such as LBCG, Gronant Dunes Advisory Group etc. ▪ Liaison with CCW, EA including protecting environmental habitats ▪ Project Management of Construction Projects ▪ Identifying and prioritising necessary maintenance and repair works to the coastline and procuring and supervising the works ▪ Managing the culvert systems ▪ Investigating local flood problems ▪ Surface water drainage <p>Opportunity1: <i>Flood & Coastal Protection</i> is currently a sub-service area within the H&I Service in DCC, and within the Environmental Service in CCBC - explore opportunities to re-align to either H&I or Environmental Services</p>
Passenger Transport (inc. Public Transportation)	
Public Transport (rail, bus, policy, information)	<ul style="list-style-type: none"> ▪ Maximise the opportunities for access for all to services across Conwy, including people without a car ▪ Promote sustainable tourism as part of the destination management for Conwy (working with partners, including bus/rail operators, other authorities, the regional consortium and WAG) ▪ Where the market cannot provide services commercially and they are socially necessary, intervene by inviting tenders to provide contracted services, or by working with community transport operators.

Staffing the Structure Costs (assumptions on following page)

Service/Sub-Service Area	Current Structure		New Structure	No. Posts Removed	New Posts	Saving	Cost	Comments
	CCBC	DCC						
Business Development	£53,125	£50,387	£51,756	1	0	(51,756)		
Business, Quality & Customer Management	£141,830	£146,907	£265,598	3.59	3	(23,139)		
Asset Management	£76,231	£67,070	£146,719	0	0		3,418	
Parking Penalty Processes*	£0	£155,362	£155,390	0	0	(28)		Administered currently by staff in Parking (also see *Parking Penalty Processes & Parking below
Coastal & Countryside	£43,333		£44,325	0	0		992	
Harbour Management & Maritime Services	£150,879	£52,344	£203,223	0	0			The Harbour & Maritime report reported anticipated collaboration savings on seasonal staff in the region of £12.5k
Public Rights of Way	£164,180	£135,398	£273,743	1	0	(25,835)		
Major Project & Bridges			£48,903	0	1			New post 100% funded from Trunk Road Grant
Bridges & Structures	£141,190	£111,567	£217,643	1	0	(35,114)		Potential for increase of income levels
Major Projects			<i>All employment funded by Capital based on the Capital Projects</i>					
Passenger Transport		£41,616	£44,325	0	0		2,709	Already working as one tea with staff in one location
Education Transport Service	£396,507	£414,716	£794,138	0	1	(17,085)		Excludes relief school escorts & school crossing patrols
Public Transport	£0	£59,188	£59,188	0	0			
Streetworks & Parking			£44,325	0	1		44,325	
Streetworks	£109,829	£102,473	£183,555	1	0	(28,747)		Opportunity to maximise income through enhancing monitoring & inspection activity
Parking*	£292,177	£248,022	£487,602	2	0	(52,597)		see *Parking Penalty Processes & Parking below
Highway Development Control	£123,168	£86,915	£213,677	1	1		3,594	
Highways Safety & Improvement			£44,325	0	1		44,325	
Traffic / Engineering Policy	£202,862	£208,486	£271,710	2	0	(139,638)		3 Technicians would work across here and Accident Investigation & Road Safety. 2x posts moved to AI&RS.
Accident Investigation & Road Safety	£32,800	£93,460	£159,591	1	0		33,331	CCBC & DCC grant funded posts not included
Network Maintenance & Street Lighting			£48,903		1		48,903	
Highway Maintenance	£337,832	£270,132	£543,271	2	0	(64,693)		
Street Lighting	£275,847	£278,327	£511,229	1	0	(42,945)		Already gone through a re-structuring with the appointment of the shared Street Lighting Manager
Highways Works Unit	£1,050,405	£676,838	£1,674,699	2	0	0		Cannot release the £89k savings as the reduction in staff is reflected in the maintenance works account
Sub-Totals pre on-costs	£3,592,195	£3,199,208	£6,487,838	18.59	9	(481,577)	£181,597	
On costs @30%	£1,077,659	£959,762	£1,946,351			(144,473)	£54,479	
Totals	£4,669,854	£4,158,970	£8,434,189			(626,050)	£236,076	net saving (389,974) before additional costs
Additional costs:								
*Parking Penalty Processes & Parking (see Table 2 for breakdown)							£48,913	DCC already acts as a Host LA for a 7 LA partnership arrangement which CCBC would joint under integration
4% grade differential to protect against potential JE claims & Host LA pay differences							£337,368	This calculation is based on previous JE work and the profile of the existing jobs to the new jobs

Table 2

Penalty Parking Processes & Parking Breakdown*

	CCBC
WP3- Annual Membership Charge	38,913
Initial Payment	10,000
Total Additional Cost	48,913

Assumptions

- Salaries are based on the top of the scale for current and new posts (to mitigate against changes as we progress)
- FTE salary is worked out (salary x FTE)
- The salary for posts under the new structure are an average of the existing two posts (where appropriate) (due to CCBC/DCC differing grade structures) inc. where the HOS has specified a grade
- On-costs have been added at 30% to the final total salary costs
- Grant funded posts are not in-scope
- Posts within the new structure have not been through a Job Evaluation process therefore a JE contingency of 4% has been added to costs
- A pay structure has not been agreed as it will be dependent on the appointment of the Host Authority
- The savings amount contain 2x administration posts which individual LAs have not yet realised and are not as a direct result of collaboration

Table 3

Total Staff Savings

Total savings from staffing the new structure	(626,050)	
Total costs of staffing the new structure	£622,357	(236,076+ 48,913+337,374)
Total	(3,693)	Saving from the new structure

Assumptions

- 1 Salaries are based on the top of the scale for current and new posts (to mitigate against changes as we progress)
- 2 FTE salary is worked out (salary x FTE)
- 3 The salary for posts under the new structure are an average of the existing two posts (where appropriate) (due to CCBC/DCC differing grade structures) inc. where the HOS has specified
- 4 On-costs have been added at 30% to the final total salary costs
- 5 Grant funded posts are not in-scope
- 6 Posts within the new structure have not been through a Job Evaluation process therefore a JE contingency of 4% has been added to costs
- 7 A pay structure has not been agreed as it will be dependent on the appointment of the Host Authority
- 8 The savings amount contain 2x administration posts which individual LAs have not yet realised and are not as a direct result of collaboration

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JH&I Accommodation Option Appraisal: Scoring the Option

Transfer the weightings into the 'Agree Weightings' column.
 Give each option a score of between 1 and 5 and enter in the column 'Raw Score'.
 Multiply the 'Raw Score' by the 'Agreed Weightings' score to give the weighted score.

5 – Strongly Agree / Improvement
 4 – Agree / Some Improvement
 3 – Neither Agree nor Disagree / No change
 2 – Disagree / Slightly Worse
 1 – Strongly Disagree / Worse

Non-Financial Benefits Criteria		Agreed Weighting	Option 1		Option 2		Option 3	
			Raw	Weighted	Raw	Weighted	Raw	Weighted
a	Increased customer satisfaction	15	3	45	2	30	3	45
b	The whole Service is recognised as a high performing service	10	4	40	1	10	4	40
c	Improved development and career opportunities for new and existing employees	10	4	40	2	20	4	40
d	Increased flexibility in and efficient use of limited resources	15	5	75	4	60	5	75
e	Minor disruption to the delivery of the Highways and Infrastructure Service (inc. employees)	10	2	20	2	20	1	10
f	Minor disruption to the delivery of other council services (inc. employees)	10	2	20	2	20	1	10
g	Must be likely to receive political buy-in	15	1	15	3	45	2	30
h	Must have staff buy-in or the potential to overcome staff opposition	15	1	15	4	60	2	30
Total Option Score			22	270	20	265	22	280

	Option 1	Option 2	Option 3
Disturbance Costs	<i>Staff profiling work would be required to ascertain these costs for the FBC</i>		
Transitional Costs (one off)	£250,000 (100 Heath staff to Caledfryn) & (150 DCC staff relocation)	£100,000 based on apx. 100 staff transferring	£200,000 all 200 Heath and Caledfryn staff to St Asaph
Lease Costs (per annum)	£0	£0	£105,000
Running Costs (per annum)	£155,000 (Caledfryn)	£243,777 (Caledfryn £155,000 – running costs / 100 staff) + (Heath £88,777)	£80,000 Based on a building similar in size and construction
Corporate Costs (per annum)	Year 1 £109,500 Year 2 £117,250 (Heath Mothballed apx. £19,500 yr 1 & £27,250 yr 2) & (re-located DCC staff £90,000)	£0	Year 1 £174,500 Year 2 £182,250 (Heath Mothballed apx. £19,500 yr 1 & £27,250 yr 2) & (Caledfryn cost remains at £155,000)
Total	Year 1 £514,500 Year 2 £272,250	Year 1 £343,777 Year 2 £243,777	Year 1 £559,500 Year 2 £367,250
Additional Cost of the Option <small>Compared against the current running costs at the Caledfryn and Heath at £243,777 (Caledfryn £155,000 + Heath 88,777)</small>	Year 1 £270,723 Year 2 £28,473	Year 1 £100,000 Year 2 £0	Year 1 £315,723 Year 2 £123,473

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Criteria		Agreed Weighting	Raw Score			Contributing Factors
			Option 1	Option 2	Option 3	
a	Increased customer satisfaction	15	3	2	3	<p>(All Options) The project provides an opportunity to develop a community relationship role for each of the 'Service managers' in the new structure. It is important that a strong presence and up to date knowledge is maintained to provide a high quality service. There will be cultural change. This is dependent on: (see the next two factors).</p> <p>(All Options) Overcoming the challenges and Impact of each Accommodation option on the 'Service Manager' roles given the additional travel required across the region to attend meetings/customers etc. More travel/downtime means less capacity to deal with 'detail', and responsibilities potentially needing to be</p>

Criteria		Agreed Weighting	Raw Score			Contributing Factors
			Option 1	Option 2	Option 3	
						<p>delegated to Job Descriptions at lower grades in the organisation structure. There is a risk of a slower and lesser quality response. This requires the establishment of a Customer Services Strategy and the encouragement of Highways officers to own problems and service requests through to resolution. Timely responses and updates will be provided to the customers of the Highways service.</p> <p>(All Options) Officers that are employed by either authority pre-integration may not have the personal knowledge of either Denbighshire or Conwy territory/Assets, or know-how that will be necessary for a future integrated service to function better compared to now. This can be accelerated by developing a robust Asset Management database including all CCBC and DCC Highways assets and ensuring officers have access and have responsibility to apply it to solutions.</p> <p>(All Options) There is an opportunity to align and improve processes and practices, providing a better service for the customer. Again, whilst this can be achieved by all three options, changes will be adopted and managed more effectively from a single location.</p> <p>(All Options) Use of a Call centre/CRM tools by internal/external customers. Access to quality timely information will be crucial to ensure a one service approach. As well as the use of common technology this will require complementary workflow, scripts and officer training.</p> <p>(Options 1&3) the cultural alignment is a key factor in ensuring that an integrated service can deliver its benefits. This is most likely to be achieved when all staff are working from one location.</p> <p>(Option 1 & 3) A single location could be perceived as being more remote and/or less available to Conwy or</p>

Criteria		Agreed Weighting	Raw Score			Contributing Factors
			Option 1	Option 2	Option 3	
						<p>Denbighshire customers with a greater risk of lower satisfaction. This can be countered by developing a high quality customer service regime, devising a Customer Services Strategy and implementing new ways of working to monitor and improve the tracking, accuracy and quality of enquires received and responses provided to customers. This should lead to a Highways culture that is more customer focused.</p> <p>(Option 1 & 3) Consideration for the ease of access for customers making physical visits to H&I.</p> <p>(Option 2) Excellence in communication within the single service (across one or two buildings) is going to be paramount including keeping the internal or external customer up to date on progress of their issue.</p>
b	The whole Service is recognised as a high performing service	10	4	1	4	<p>(All Options) Removal of duplication – ‘once not twice’. This is a natural progression by having one service rather than two. Staff co-located in same service or sub-service teams have opportunity to develop best practices and common and consistent working approaches, remove bad practices. This may be better achieved through one single location.</p> <p>(All Options) It will take time for the service performance to stabilise following any manager / staff moves. Performance may well dip for a period before it is feasible for the integrated service to attain any planned higher service level(s). Working practice changes must be planned, ahead and driven forward by the new management structure on behalf of Member(s) as staff re-locate.</p> <p>(All Options) Excellence in communication is paramount throughout a period of ‘change’ otherwise there is the risk of misperception as to the actual service</p>

Criteria		Agreed Weighting	Raw Score			Contributing Factors
			Option 1	Option 2	Option 3	
						<p>activities underway and the service level(s) being achieved or planned.</p> <p>(All Options) With the lack of initial investment to back an accommodation solution to a fully integrated service, there is the danger that the building will dictate the business need.</p>
c	Improved development and career opportunities for new and existing employees	10	4	2	4	<p>(All Options) There will be better opportunities for skill sharing and development, given the benefits that will arise by combining both Authorities' Highways knowledge and skills, section by section. This is likely to be best achieved through accommodation in one single location.</p> <p>(All Options) Staff co-located in same service or sub-service teams will have shared access to new opportunities. The number and frequency of such opportunities will be dependent on service need; also changes in capital works etc.</p> <p>(All Options) Staff will need support to overcome their personal challenges when faced with 'Change', especially if working in a new location and also within a new team potentially (especially if outside previous county working boundaries as in Options 1&3).</p> <p>(Options 1&3) The single location may restrict the viability of opportunities for some staff due to greater journey times and distance; this is a greater risk for Option 1.</p>
d	Increased flexibility in and efficient use of limited resources	15	5	4	5	<p>(All Options) Resources can be shared by multiple staff and teams. It is likely that the greatest efficiencies will arise from all H&I staff being located in the same location (single building) with a lesser benefit possible when sub-services are co-located in one of two</p>

Criteria		Agreed Weighting	Raw Score			Contributing Factors
			Option 1	Option 2	Option 3	
						<p>buildings.</p> <p>(All Options) Economies of scale for procurement can be achieved by only needing to prepare tender documents once, which requires less officer time and effort. In addition, tenders which have a greater value of work will often attract more competitive rates.</p> <p>(All Options) Extra capacity and resilience which is better able to manage peaks in workload, and better able to deal with staff changes through absence and turnover. Flexible working practices, review of divisional/inspection areas, supervisor roles, shift patterns, stand by arrangements (the identification of such improvements in the use of Asset and detailed working practices are outside the scope of this project).</p> <p>(Option 1) There needs to be a recognition that as a result of this option there is a potential lost opportunity of releasing assets identified in the DCC Corporate Accommodation Strategy.</p> <p>(Option 3) Without considering an innovative approach to ICT that would provide opportunities for flexible space utilisation through improved technologies, the St Asaph site would be restricted, with little room for expansion and restrictions with regards to large equipment, storage, etc. An invested approach would aim for an 80% desk provision utilising new and mobile technologies, providing more flexible use of the accommodation now and in the future (the identification of such improvements in the use of Asset and detailed working practices are outside the scope of this project).</p>

Criteria		Agreed Weighting	Raw Score			Contributing Factors
			Option 1	Option 2	Option 3	
e	Minor disruption to the delivery of the Highways and Infrastructure Service (inc. employees)	10	2	2	1	<p>(Option 1&3) A full scale move into either St Asaph or Caledfryn will take time to settle. Performance may well dip for a period before reaching any planned higher service level(s). Practice changes must be planned and driven forward by the new management structure on behalf of Member(s).</p> <p>(Option 2) It needs to be recognised that the intention to relocate small numbers of staff to larger teams working from one site, invariably results in a larger number of staff needing to be relocated (although this may be within their current location) to allow this to occur.</p>
f	Minor disruption to the delivery of other council services (inc. employees)	10	2	2	1	<p>(Option 2) It needs to be recognised that the intention to relocate small numbers of staff to larger teams working from one site, invariably results in a larger number of staff needing to be relocated (although this may be within their current location) to allow this to occur.</p> <p>(Option 1) DCC staff working for other services (not H&I) will need to be relocated resulting in a potential knock on effect for many of DCC services and their staff.</p> <p>(Option 1&3) Relationships between Highways and other services will change- at each of CCBC and DCC - including the Corporate Centre(s), Planning, Environment and Technical Services.</p>
g	Must be likely to receive political buy-in	15	1	3	2	<p>(Option 1) There needs to be a recognition that as a result of this option there is a potential lost opportunity of releasing assets identified in the DCC Corporate Accommodation Strategy.</p>

Criteria		Agreed Weighting	Raw Score			Contributing Factors
			Option 1	Option 2	Option 3	
						<p>(Option 1&3) Perception of Members at both CCBC and DCC is important given the risk that a single building may be seen as creating a 'remote' and impersonal service for both CCBC and DCC customers compared to current local contact(s) ongoing.</p>
h	Must have staff buy-in or the potential to overcome staff opposition	15	1	4	2	<p>(All Options) Staff may leave due to increase requirements to travel to their new place of work, a particular risk for Options 1&3).</p> <p>(All Options) There will be better opportunities for skill sharing and development, harnessing the benefits of combined knowledge and skills. This may be better achieved through one single location.</p> <p>(All Options) Staff co-located in same service or sub-service teams will have common access to new opportunities. The number and frequency of such opportunities will be dependent on staff resources in post compared to demand i.e. service need; also changes in capital works etc.</p> <p>(All Options) Staff will need support to overcome their personal challenges if working in a new location and a new team potentially (especially if outside previous county working boundaries as in Options 1&3).</p> <p>(Options 1&3) The single location may restrict the viability of opportunities for some staff due to distance; this is a greater risk for Option 1.</p> <p>(Option 2) It needs to be recognised that the intention to relocate small numbers of staff to have full teams working from one site, invariably results in a larger number of staff needing to be relocated (maybe within</p>

Criteria		Agreed Weighting	Raw Score			Contributing Factors
			Option 1	Option 2	Option 3	
						their current location) to allow this to occur.
		Raw Totals	22	20	22	

CONFIDENTIAL

PROPOSAL FOR: Highways and Integration / Conwy and Denbighshire
Officer Group
FROM: Denbighshire and Conwy's ICT departments
DATE: 15th August 2012

1. BACKGROUND

Conwy and Denbighshire ICT departments produced two joint reports for the Conwy and Denbighshire Officer Group (CDOG) in July 2011 and November 2011 outlining proposals and estimated costs for IT service delivery to the integrated service. Further to these reports, CDOG have requested more detail on the current and estimated future costs for ICT systems and applications utilised by the service.

This report provides an update of the estimated *additional* Capital and Revenue costs required to support *existing* systems under the following options:

- Option 1 - Re-location of Heath based staff to the Caledfryn site
- Option 2 - Retain Caledfryn and the Heath sites, reorganising the staff according to Service / Sub-Service Areas where appropriate
- Option 3 - Staff from the Heath and Caledfryn to be located in a building formally used as office space (St Asaph Business Park)

2. A FULLY INTEGRATED H&I SERVICE SUPPORTED BY DENBIGHSHIRE ICT OR CONWY ICT AS HOST AUTHORITY.

Assumptions and Points to Note

- The costs detailed in this report are in addition to the existing costs of the delivery of IT services to the H&I service
- The transitional and additional running costs are in the main attributed to the transfer of H&I staff, ICT systems and Infrastructure to a Host LA, rather than the physical relocation.
- Capital and revenue costs for the implementation of completely new systems or technologies aimed at delivering transformation and efficiencies within the Joint Integrated Highways Service (e.g. EDRMS, Sharepoint, IPADs) cannot be included in this report without a clear specification of Service requirements. However, there may be opportunities for efficiencies through investment in these technologies but they are out of scope for this project. Additional capacity for *new* work would be costed separately.
- Where possible staff will move their existing pc/laptop/tablet/printer and telephony hardware/software licenses in to the new integrated service. The hardware is of an appropriate specification and condition to be supported in the new joint service.
- The cost to migrate data and licenses will need to be investigated with the individual application owners once the decision has been made which applications will be used by the joint H&I service and which of the LAs will act as the host (See Appendix 3). Without this information at a specific application level it is difficult to make an assumption on any savings or additional costs that may

be incurred in relation to systems usage. Additional hardware and specialist consultancy charges are also likely to be incurred to accommodate any systems migrations from one authority to another.

- The systems used by both DCC and CCBC are detailed in section 3.13 and 3.14 of the joint report produced in July 2011.
- The 200 Highways and Infrastructure staff number is apportioned on a 50/50 ratio with 100 staff currently CCBC employees and 100 currently DCC employees. Therefore, each ICT service will be taking on an additional 100 staff to support.
- The merger of existing systems or implementation of replacements for the Joint Highways and Infrastructure Service will carry a substantial additional overhead on both ICT Services as the migration work is undertaken and consequential network or server infrastructure improvements are introduced. Consultancy costs from existing and new ICT providers are likely to be high but Conwy and Denbighshire can provide specialists in technology areas such as Networks, Telephony, Virtualisation, SAN, Citrix, AD, SQL, Desktops and Security to help limit the requirement for external expertise.
- An estimated additional cost of £75k has been put forward as a reasonable, 'transitional' charge to allow a contribution towards resourcing the extensive additional workloads brought about in managing this merger for the hosting ICT service. Resource could not be freed up from the non-hosting Council as officers are not purely dedicated to Highways work and instead deliver IT support and management services across the Council. This transitional fund should be put in place for an initial period of 2 years with an agreement to review at the end of this term.
- Each ICT service will work in partnership to support transfer of skills wherever possible to enable officers in the host service to support systems and technologies operated by the integrated H&I service. This will help alleviate some of the demand and costs associated with training/3rd party consultancy.
- Where systems are common across Conwy and Denbighshire, all licences transfer at no additional cost (*as this is not a guarantee that all licence ownership rights can be transferred to one authority or another, section 3 and appendix 3, will highlight separately the potential costs that could be incurred if all licence ownerships are not transferred*).

3. SUMMARY OF SET UP AND ANNUAL COSTS

USING DCC SYSTEMS

	Option 1 Re-location of Heath based staff to the Caledfryn site	Option 2 Retain Caledfryn and the Heath sites, reorganising the staff according to Service / Sub-Service Areas where appropriate	Option 3 Staff from the Heath and Caledfryn to be located in a building formally used as office space (St Asaph Business Park)
Set Up Costs (includes costs from Appendix 1 & 3)	£211k	£222k	£272k
Annual Costs (Includes costs from Appendix 2 & 3)	£61k	£52k	£72k

USING CCBC SYSTEMS

	Option 1 Re-location of Heath based staff to the Caledfryn site	Option 2 Retain Caledfryn and the Heath sites, reorganising the staff according to Service / Sub-Service Areas where appropriate	Option 3 Staff from the Heath and Caledfryn to be located in a building formally used as office space (St Asaph Business Park)
Set Up Costs (includes costs from Appendix 1 & 3)	£196k	£207k	£257k
Annual Costs (Includes costs from Appendix 2 & 3)	£34k	£25k	£45k

Appendix 1 - Set Up Costs

	Option 1 Re-location of Heath based staff to the Caledfryn site	Option 2 Retain Caledfryn and the Heath sites, reorganising the staff according to Service / Sub-Service Areas where appropriate	Option 3 Staff from the Heath and Caledfryn to be located in a building formally used as office space (St Asaph Business Park)	Comments
ASSUMPTIONS	<ul style="list-style-type: none"> Staff will bring their own desktops (PCs/laptops), printers and plotters. 100 DCC employees will vacate Caledfryn to make room for the 100 CCBC staff members. Costs for relocating these staff that have not been factored within this proposal Existing wireless coverage in current locations will be used 	<ul style="list-style-type: none"> All 200 staff will stay in their existing locations and will use their existing desktops (PCs/ laptops), printers and plotters Existing wireless coverage in current locations will be used. 	<ul style="list-style-type: none"> Staff will bring their existing desktops (PCs/laptops), printers and plotters. The existing cabling will be used in the building 	
Servers, Storage, Backup and UPS	£35,000 <i>(host LA will increase numbers on servers)</i>	£35,000 <i>(host LA will increase numbers on servers)</i>	£35,000 <i>(host LA will increase numbers on servers)</i>	
Local Area Network	n/a	n/a	£25,000 <i>(cabling, switches, internally)</i>	
Wide Area Network Link	n/a	n/a	£5,500 <i>(cabling, switches to external host)</i>	
Telephony Services including Call Centre Technology.	n/a	n/a	£16,000 <i>(infrastructure)</i>	With regards to Option 1, we are relying on 100 current users moving out .Rental charge is £250 per extension
PC software licensing for 3 to 5 years. (Anti Virus, Active Directory, USB control, asset management, desktop management, e-mail, power management, Office standard, client access licenses)	£40,000 <i>(the two LAs use different products, not ability to transfer licences – cannot recoup on existing licences in none host LA)</i>	£40,000 <i>(the two LAs use different products, not ability to transfer licences – cannot recoup on existing licences in none host LA)</i>	£40,000 <i>(the two LAs use different products, not ability to transfer licences – cannot recoup on existing licences in none host LA)</i>	An additional £18 per user will need to be included for laptops for encryption software.

Application Licensing e.g. mapping, AutoCAD	<i>Please see Appendix 3</i>	<i>Please see Appendix 3</i>	<i>Please see Appendix 3</i>	Dependant on the Host LA in some cases. A more detailed costing exercise will need to be undertaken for full business case
URL filtering and proxy software	£2,000 <i>(stops use of unofficial sites)</i>	£2,000 <i>(stops use of unofficial sites)</i>	£2,000 <i>(stops use of unofficial sites)</i>	Websense is £20 per user for 3 year contract
Remote Access	£11,550 <i>(assumption that more flexible working will be required)</i>	£11,550 <i>(assumption that more flexible working will be required)</i>	£11,550 <i>(assumption that more flexible working will be required)</i>	DCC - £231 per license, assuming 50 remote users required. Conwy do not raise a charge upfront but charge higher annual rates (£132).
Citrix presentation over shared services VRF	n/a	£11,550 <i>(staff working in one LA needing access to the host LA)</i>	n/a	For 50 users (assuming that the remaining 50 are already paying for remote access as above)
Mobile Phones & Blackberries	£0	£0	£0	Based on 100 users using a 'free' contract device and £15 rental that is covered below. There may be decommissioning costs for mobiles if mobiles are still in contract.
User training	£20,000	£20,000	£20,000 <i>(staff training)</i>	Nominal figure of 40 days @ £500 per day
ICT Staff Training in different technologies.	£10,000	£10,000	£10,000 <i>(Host LA training)</i>	Based on £1000 per day.
Wireless coverage in meeting rooms and hot desk areas	n/a	n/a	£15,000	No guest access provided
Resource to support 100 additional users	£75,349.00 <i>(2year costs initially)</i>	£75,349.00 <i>(2year costs initially)</i>	£75,349.00 <i>(2year costs initially)</i>	This resource is across a number of staff due to the specialist skills required.
TOTAL SETUP COSTS	£193,899	£205,449	£255,399	

Appendix 2 – Annual Costs

	Option 1 Re-location of Heath based staff to the Caledfryn site	Option 2 Retain Caledfryn and the Heath sites, reorganising the staff according to Service / Sub-Service Areas where appropriate	Option 3 Staff from the Heath and Caledfryn to be located in a building formally used as office space (St Asaph Business Park)	Comments
Annual maintenance for Servers, Storage, Backup and UPS	£2,000 <i>(based on charges paying now)</i>	£2,000 <i>(based on charges paying now)</i>	£2,000 <i>(based on charges paying now)</i>	
Local Area Network	n/a	n/a	£1,500 <i>(cabling, switches, internally)</i>	
Wide Area Network Link	n/a	n/a	£8,000 <i>(cabling, switches to external host)</i>	
Telephony	£15,000	n/a	£6,500 £15,000 <i>(dependant on the host decision)</i>	£150 per extension plus £6,500 maintenance for new system for Option 3. (H&I will be paying for extension costs now?)
IT software licensing				
(Anti Virus, Active Directory, USB control, asset management, desktop management, e-mail, power management, Office standard)	£8,000 <i>(annual support & maintenance charges)</i>	£8,000 <i>(annual support & maintenance charges)</i>	£8,000 <i>(annual support & maintenance charges)</i>	
Application Licensing e.g. mapping, AutoCAD	<i>Please see Appendix 3</i>	<i>Please see Appendix 3</i>	<i>Please see Appendix 3</i>	Dependant on the Host LA in some cases. A more detailed costing exercise will need to be undertaken for full business case.
Annual maintenance for URL filtering software	£0	£0	£0	£20 per user will be paid in year 4
Annual maintenance for Remote Access	£3,000	£3,000	£3,000	Assuming 50 remote users required. Based on CCBC charge of £132 per user with no upfront charge.

				DCC charge £60 per user, with an additional upfront charge.
Annual maintenance for Citrix presentation over shared services VRF	n/a	£6,600	n/a	For 50 users (assuming that the remaining 50 are already paying for remote access as above)
Annual costs for Mobile Phones & Blackberries	£0	£0	£0	Based on 100 users using a 'free' contract device and £15 per month rental (H&I are possibly paying now?)
Annual maintenance for Wireless coverage in meeting rooms and hot desk areas	n/a	n/a	£2,000	
Additional Annual Revenue	£28,000	£19,600	39,500	

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Appendix 3 – Detail of Departmental Specific Systems

Please Note:

- (i) The following analysis is based on information supplied by the Service and is therefore an estimate of the current and future positions. Should the project proceed to a FBC, detailed written costs would need to be provided by suppliers.
- (ii) That where systems are common across Conwy and Denbighshire (highlighted in grey), an assumption has been made that all licences will transfer at no additional cost, and whilst the potential liability is detailed, they are not included in the totals. The total liability has the potential to reach an *additional* estimated £292k in set up costs and £161,851 annual costs.

Assumptions:

- For purposes of calculation, it is assumed the requirements for licensing for each system / device will double.
- Migration of existing systems will incur significant additional costs for data transfer, migration, upgrades and new / replacement hosting hardware.
- Consultancy and IT infrastructure charges for systems that are not currently implemented e.g. CRM, Sharepoint are not included.
- Assumed an additional 20 MS Project licences
- All figures above with £0 value doesn't necessarily mean that there won't be a cost - it means that costs were unknown at the time of producing the report.
- The additional estimated annual costs should be discounted due to current spend, therefore we have halved the 'real' cost above to accommodate a transitional stage in the project whereby negotiation of contracts and parallel running of systems will take place.
- There are other systems not costed as they are not currently implemented into to Highways & infrastructure but may be in future e.g. EDRMS, Sharepoint

Denbighshire Summary of Software Costs for Systems in Use within Highways & Infrastructure Services

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		Current Licenses Owned / Users	Current Estimate Annual Costs to H&I	Estimate Additional Costs to Double Users	Estimate Annual Costs to Double Users
				Set Up	Annual
Corporate Systems	Product Details				
GIS	Corp Mapping Product	70	£2,520	£0	£2,520
Reporting from Ledger	M-Power	NA	£0	£0	£0
Creditors	Unidata SB	NA	£0	£0	£0
Collaborative Planning (Budgets)	CP	NA	£0	£0	£0
Debtors	Proforma	NA	£0	£0	£0
Cash Management	Spectrum	NA	£0	£0	£0
HR / payroll	Midland Trent / i-Trent	Payslips	£0	£0	£0
Online Ordering	Proactis	NA	£0	£0	£0
Clocking software	Visiontime	100	£0	£6,000	£0
Project Management	MS Project	20	£0	£1,364	£0
Integrated Service Systems					
H&I Asset Management	Symology Insight	26	£35,567	£50,960	£10,192
CAD	AutoCAD Map 3D & Civil 3D	12	£7,900	£58,500	£7,900
	AutoCAD LT	6	£1,230	£7,500	£1,230
Mapping / GIS	Mapinfo professional	19	£4,883	£0	£4,883
	Mapinfo Plan View	10	£520	£0	£520
					£0
	Dmaps	NA	£8080	£0	
Trimble GPS Devices		21	£2,940	£12,600	£2,940

Business Development					
Land Charges / Searches for Conwy	Swift Land Charges	2	£0	£0	£0
Asset Surveys	YOTTA Survey Data	1	£0	£0	£0
Civil Parking Enforcement	Spur Si-Dem	0	£6,251	£0	£12,502
	Spur Si-Log (handheld devices)	0	£2,244	£0	£4,488
Coastal & Countryside					
Harbour Management	Star Computing Havenstar	2	£1,380	£0	£1,380
Manage vessel launching	In-House	0	£0	£0	£0
Digicard Pre-pay utility software		0	£0	£0	£0
Harbour lettings and licenses	Paxton net	0	£1,648	£0	£3,296
Major Projects & Bridges					
Time Management	Profess	NA	£878	£0	£0
Design software	MX	2	£2,580	£2,580	£5,160
Highways Sign software	KeySign	1	£0	£0	£0
Road Marking Software	KeyLines	1	£0	£0	£0
Software for traffic management layouts	KeyRoadworks	4	£1,800	£1,800	£3,600
Mapping	Dmaps	0	£0	£0	£0
Drainage design software	WinDes	1	£1,614	£1,614	£3,228
AutoTrack		0	£328	£0	£656
Passenger Transport					
School Transport System	Capita ONE Transport & Route Mgt	4	£7,239	£4	£7,239
Bus Pass Cube System	Bus Pass Printing Systems				
School Transport Incident Reporting	STIR	0	£0	£0	£0
Trapeze Publicity Systems		0	£0	£0	£0

Streetworks & Parking Management					
Streetworks System	In-House	8	£0	£0	£0
Highways Safety & Improvement					
Accident Plotting & Monitoring	Key Accident (AM for up to 2)	2	£690	£3,600	£0
Line Plotting & Monitoring	Key Lines (AM for up to 2)	1	£210	£0	£420
Sign Plotting & Monitoring	Key Sign (AM for up to 2)	1	£210	£0	£420
Remote Monitoring System	Siemens Remote Monitoring	1	£2,700	£0	£5,400
Traffic light Modelling	Linsig	1	£295	£0	£590
Parking restrictions	Parkmap	1	946	£0	£1,892
Vehicle Activated Signs	AGD	0	£0	£0	£0
Micromatch	micromatch	1	£316	£0	£632
AutoTrack	Share with Major Projects	0	£0	£0	£0
Network Maintenance & Street Lighting					
Streetlighting System	Hilight Horizon	7	£1,031		£800
Gritter Tracking & Mgt	Track U	14	£3,998	£13,914	£3,998
Street Lighting	SLiMs	5	£2,151	£0	£4,302
	lighting reality design software	4	£70	£0	£1,580
Time management	Profess	NA	£878	£0	£0
Totals (including common systems in DCC & CBBC)				£160,440	£146,973
TOTALS (excl. common systems in DCC & CBBC)				£16,958	£32,856

Conwy Summary of Software Costs for Systems in Use within Highways & Infrastructure Services

		Current Licenses Owned / Users	Current Estimate Annual Costs to H&I	Estimate Additional Costs to Double Users	Estimate Annual Costs to Double Users
				Set Up	Annual
Corporate Systems	Product Details				
Internet & Intranet CMS	Webstructure CMS		£0	£0	£0
GIS	Corp Mapping Product	70	£2,520	£0	£2,520
Ledger	CA Masterpiece	NA	£0	£0	£0
Creditors	CA Masterpiece	NA	£0	£0	£0
Finance Reporting	MRC reporting tool	NA	£0	£0	£0
Debtors	In-House - AS400	NA	£0	£0	£0
Cash Management	In-House - AS400	NA	£0	£0	£0
HR / payroll	Midland Trent / i-Trent	Payslips	£0	£0	£0
Contractors System	Contractor Plus	8	£30,000	£0	£0
Online/Automated Payments	Civica Web Pay		£0	£0	£0
Integrated Service Systems					
H&I Asset Management	Symology Insight	26	£35,567	£50,960	£10,192
CAD	AutoCAD Map 3D & Civil 3D	12	£7,900	£58,500	£7,900
CAD	AutoCAD LT	6	£1,230	£7,500	£1,230
Mapping / GIS	Mapinfo professional	19	£4,883	£0	£4,883
Mapping / GIS	Mapinfo Plan View	10	£520	£0	£520
Time Recording	Accutime	Unlimited	£700	£0	£0
Trimble GPS Devices	Handheld GPS PDAs	21	£2,940	£12,600	£2,940
Business Development					

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Land Charges / Searches for Conwy	Swift Land Charges	2	£0	£0	£0
Asset Surveys	YOTTA Survey Data	1	£0	£0	£0
Parking Enforcement & Permits	Si-Dem	20000 Tkts	£3,486	£0	£3,486
Costal & Countryside					
Harbour Management	Star Computing Havenstar	2	£1,380	£0	£1,380
Tide Plotting	Belfield Tide Plotter	1	£7	£0	£7
Navigation Aids	PANAR Software	1	£0	£0	£0
Major Projects & Bridges					
Time Management	Profess	25	£1,756	£0	£0
Finite Element Analysis	Superstress	1	£3,000	£1	£3,000
Passanger Transport					
School Transport System	Capita ONE Transport & Route Mgt	4	£7,239	£4	£7,239
Bus Pass Cube System	Bus Pass Printing Systems	0	£0		
Streetworks & Parking Management					
Streetworks System (Permits & Licensing)	In-House - MS Access	8	£0	£0	£0
Highways Safety & Improvement					
Accident Plotting & Monitoring	Key Accident (AM for up to 2)	1	£690	£3,600	£0
Line Plotting & Monitoring	Key Lines (Am for up to 2)	1	£420	£1,890	£0
Sign Plotting & Monitoring	Key Sign (AM for up to 2)	1	£400	£2,295	£0
Vehicle Sweep Path Analysis	Auto Turn	1	£289	£1,640	£289
Road Traffic Safety Modelling	TAITH	1	£0	£0	£0

Network Maintenance & Street Lighting					
Streetlighting System	Hilight Horizon	7	£1,031	£0	£800
Gritter Tracking & Mgt	Track U	14	£3,998	£13,914	£3,998
Totals (including common systems in DCC & CBBC)					
			£109,956	£152,908	£53,545
TOTALS (excl. common systems in DCC & CBBC)					
				£1,641	£5,816

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Project Risk Register

Created : April 2012
 Last Update: July 2012

LIKELIHOOD	Event is almost certain to occur in most circumstances	>70%	Almost Certain	A						
	Event likely to occur in most circumstances	30-70%	Likely	B						
	Event will possibly occur at some time	10-30%	Possible	C						
	Event unlikely and may occur at some time	1-10%	Unlikely	D						
	Event rare and may occur only in exceptional circumstances	<1%	Rare	E						
					5	4	3	2	1	
					Very Low	Low	Medium	High	Very High	
Service Performance					Minor errors or disruption	Some disruption to activities/customers	Disruption to core activities/ customers	Significant disruption to core activities. Key targets missed	Unable to delivery core activities. Strategic aims compromised	
Reputation					Trust recoverable with little effort or cost	Trust recoverable at modest cost with resource allocation within budgets	Trust recovery demands cost authorisation beyond existing budgets	Trust recoverable at considerable cost and management attention	Trust severely damaged and full recovery questionable and costly	
Financial					Cost (£)	<£50k	£50k - £350k	£350k - £1 m	£1 m - £5 m	>£5m
IMPACT										

Note: This Risk Register was created using the engagement from the Visioning Workshop

Ref	Risk description	Consequence	Score / level of inherent risk	Risk reduction measures & controls	Score / residual risk score	Further Action	Action owner	Milestone Dates
JH&PR1 (01/05/12)	That there is not enough clear information to inform the Accommodation Strategy.	<ul style="list-style-type: none"> Unable to commit to an outline service design. Cannot plan for the staffing compliment. Unable to undertake financial modelling for the FBC. Members will not support the FBC forcing the collaboration to be reconsidered. 	A3	A review of Review of Office & Depot Accommodation is underway. Initial options are: <ul style="list-style-type: none"> Do nothing; Rationalise existing staff into the two main office buildings currently utilised; Relocate all office staff to one central location, either through a currently owned site or a new one. July 2012 Update: Accommodation meeting has taken place and a work package prepared. The draft Service Design has been developed and is being shared with staff. Further work is underway to staff the model.	A3 (May 12) C3 (Jul 12)	Prepare the Option Appraisal document in readiness for the completion of the Service Design and Staffing	Project Lead/ Project Manager	July 2012

Ref no.	Risk description	Consequence	Score / level of inherent risk	Risk reduction measures & controls	Score / residual risk score	Further Action	Action owner	Milestone Dates
JH&I_R2 (01/05/12)	That the changing Political landscape will reverse the collaboration process.	<ul style="list-style-type: none"> Will not meet the commitments of the Compact Missed opportunity to realise benefits and capitalise on the integration work to date within Service Areas. Members ability to collaborate lacks credibility. Negative impact on the moral and motivation of employees. 	C1	<p>Members from across the two authorities have been engaged over the last 3 years in workshops to support and drive the development of a Joint H&I Service. The feasibility study* presented to Cabinet in December was supported with caveats.</p> <p>Elections will take place in May which may result in a new administration and new portfolio holders for this Service (or aspects of it).</p> <p><u>July 2012 Update:</u> The Portfolio Cabinet Members have been briefed on the project, and have agreed to join QAT1 with regular opportunities to meet to discuss and input to the developments.</p>	C1 (May 12) C1 (Jul 12)	Engage with the cabinets at the end of Stage 2 (see Project Plan)	Project Lead/Project Manager	Aug/Sept 2012
JH&I_R3 (01/05/12)	That there will be a loss of identity.	<ul style="list-style-type: none"> Employees do not know where they belong. Skilled and valued employees leave. 	C2	<p>The feasibility study* outlines proposals for employees to transfer from their existing employer to a Host LA (Governance : Host LA – Delegation)</p> <p>However, until the Service Areas Design (outline) is clear, it will be impossible to create the right identity.</p> <p><u>July 2012 Update:</u> The draft Service Design has been</p>	C2 (May 12) C2 (Jul 12)	Develop the Service Areas Design with H&I Management Team and H&I Service Area Managers.	Project Manager	TBC

Ref no.	Risk description	Consequence	Score / level of inherent risk	Risk reduction measures & controls	Score / residual risk score	Further Action	Action owner	Milestone Dates
				developed and is being shared with staff. Further work is underway to staff the model.				
JH&I_R4 (01/05/12)	That there are unrealistic or insufficient financial benefits and that it may in fact cost more.	<ul style="list-style-type: none"> Increased costs to the customer. Draws funding away from other key priorities. Unable to meet service efficiency targets. Lack of confidence in engaging in future collaborative ventures. 	C1	The feasibility study* identified potential cost avoidances / savings based on assumptions in the region of £1.3m.	C1 (May 12) C1 (Jul 12)	These figures will be reviewed and adjusted as we progress through Stage 2 of this project, with firm estimated cost avoidances / savings being developed for the FBC. Undertake a Gateway Review	Project Manager / Finance Team Member Senior Responsible Officer (SRO)	Sept 2012 Sept 2012
JH&I_R5 (01/05/12)	That the 'rumour mill' is more powerful than formal communication channels.	<ul style="list-style-type: none"> Negative impact on the moral and motivation of employees. Slows the pace of the project. Can result impact on the quality of the service delivered now and in the future. Skilled and valued employees leave. Exacerbates risk JH&I_R7 	A3	<p>ROOT1 Newsletter has been used to share some information with staff, however the frequency and timing of these releases needs to be considered.</p> <p>The JH&I Project Team will take responsibility for the ROOT1 publication until the FBC is produced. The intention is to make the publication more meaningful by using it to keep employees up to date in real time and as a vehicle for consultation and feedback.</p> <p>July 2012 Update:</p>	C3 (May 12) D3 (Jul 12)	<p>Finalise the Communication Plan.</p> <p>Continue to inform staff via the newsletter and line Managers</p> <p>Continue with regular meetings with union representatives.</p>	Project Manager	Sept 2012

Ref no.	Risk description	Consequence	Score / level of inherent risk	Risk reduction measures & controls	Score / residual risk score	Further Action	Action owner	Milestone Dates
				Two version of the newsletter have been shared with staff at key points in the project. The business managers for Conwy and Denbs H&I have been identified as Communication Officers and are developing the Communication Plan. Service Design workshop has been held with Managers, who are better informed to engage with their staff on the Project. The 1 st union meeting has been held with positive feedback. Further meetings are planned.				
JH&I_R6 (01/08/12) T Johalen 91	That the lack of unequivocal political and corporate support will undermine the 'project'.	<ul style="list-style-type: none"> ▪ Weakens the partnership. ▪ Negative impact on the moral and motivation of employees. ▪ Project is not led from the front and cannot succeed. ▪ Exacerbates risk JH&I_R7 	B1	<p>Members from across the two authorities have been engaged over the last 3 years in workshops to support and drive the development of a Joint H&I Service. The feasibility study* presented to Cabinet in December was supported with caveats.</p> <p>Elections will take place in May which may result in a new administration and new portfolio holders for this Service (or aspects of it).</p> <p><u>July 2012 Update:</u> The Portfolio Cabinet Members have been briefed on the project, and have agreed to join QAT1 with regular</p>	B1 (May 12) B1 (Jul 12)	<p>Engage with the cabinets at the end of Stage 2 (see Project Plan)</p> <p>Undertake a Gateway Review</p>	<p>Project Lead/Project Manager</p> <p>Senior Responsible Officer (SRO)</p>	<p>Aug/Sept 2012</p> <p>Sept 2012</p>

Ref no.	Risk description	Consequence	Score / level of inherent risk	Risk reduction measures & controls	Score / residual risk score	Further Action	Action owner	Milestone Dates
				opportunities to meet to discuss and input to the developments. This risk has been exacerbated by the H2S Transport Cabinet Report				
JH&I_R7 (01/05/12) Tudalen 92	That a lack of engagement and resistance to change will undermine the 'project'.	<ul style="list-style-type: none"> ▪ Negative impact on the moral and motivation of employees. ▪ Slows the pace of the project. ▪ Can negatively impact on the quality of the service delivered now and in the future. ▪ Skilled and valued employees leave. 	B2	<p>Following the appointment of a Project Manager in April 2012, a workshop was held with staff to consider the vision, opportunities, benefits and risks. Delegates contributed well to the sessions. The PM assured delegates that (i) the analysis from the day would inform the Vision, Project Documentation, Gateway Review and FBC, (ii) all participants would approve the final analysis, and (iii) all employees would get an opportunity to consult on the Vision, Benefits, and raise risks. Workshop analysis has been distributed and feedback requested.</p> <p>The JH&I Project Team will take responsibility for 1ROOT until the FBC is produced. The intention is to make the publication more meaningful by using it to keep employees up to date in real time and as a vehicle for consultation and feedback.</p> <p>July 2012 Update:</p> <p>Two version of the newsletter have been shared with staff at key points in</p>	B2 (May 12) C2 (Jul 12)	<p>Finalise the Communication Plan.</p> <p>Continue to inform staff via the newsletter and line Managers</p> <p>Continue with regular meetings with union representatives.</p>	Project Manager	Sept 2012

Ref no.	Risk description	Consequence	Score / level of inherent risk	Risk reduction measures & controls	Score / residual risk score	Further Action	Action owner	Milestone Dates
				the project. The business managers for Conwy and Denbs H&I have been identified as Communication Officers and are developing the Communication Plan. Service Design workshop has been held with Managers, who are better informed to engage with their staff on the Project. The 1 st union meeting has been held with positive feedback. Further meetings are planned.				
JH&I_R8 (01/05/12) Tudalen 93	That conflicting local priorities will undermine the 'project'	<ul style="list-style-type: none"> ▪ Missed opportunity to realise benefits and capitalise on the integration work to date within Service Areas. ▪ Project loses direction with success unlikely. 	B2	<p>The existing H&I Collaboration Officers Group and the H&I Collaboration Board meet throughout the year with membership across the two groups covering Members, Chief Executives, Corporate Directors, and Officers. These groups are a key part of the Project Structure.</p> <p><u>July 2012 Update:</u></p> <p>The Portfolio Cabinet Members have been briefed on the project, and have agreed to join QAT1 with regular opportunities to meet to discuss and input to the developments.</p>	C2 (May 12) C2 (Jul 12)	<p>Continue to meet with the Portfolio Holders</p> <p>Distribute the staff newsletters to the Members</p>	Project Lead	Sept 2012
JH&I_R9 (01/05/12)	That the lack of a <i>Vision will lead to misconception</i>	<ul style="list-style-type: none"> ▪ The project lacks ownership and credence. ▪ Project has no clear 	A2	Following the appointment of a Project Manager in April 2012, a workshop has been held with staff to consider the vision, opportunities,	B2	Consult with Employees on the Vision (part of publication).	Project Lead / Project Manager	ASAP

Ref no.	Risk description	Consequence	Score / level of inherent risk	Risk reduction measures & controls	Score / residual risk score	Further Action	Action owner	Milestone Dates
Tudalen 94		<p>direction with success unlikely.</p> <ul style="list-style-type: none"> Unrealistic expectations. 		<p>benefits and risks.</p> <p>From this a draft Vision has been developed ready for consultation with Stakeholders.</p> <p>Remove: Vision has been developed through the Visioning Workshop and has been adopted</p>				
	JH&I_R10 (01/05/12)	External (Regional / National) collaboration agendas for whole service or service areas, may impact or overtake the H&I Collaboration Agenda	<ul style="list-style-type: none"> Fragmented Service Wasted time and resources progressing the H&I Collaboration Agenda Disruption to employees 	C3	The Senior Management Teams and HOS are monitoring the regional and national developments.	C3 (May 12) C3 (Jul 12)	HOS (Project Lead) to map out (<i>service area, size of collaboration, timing</i>) the risk areas for the project in relation to any regional or national developments	Project Lead
JH&I_R11 (01/05/12)	The risk that ICT changes are too complex and costly to implement	<ul style="list-style-type: none"> Systems will not be running as one Data integrity compromised Service difficult to deliver as one Negative impacts on customer service and 	B2	Conwy and Denbighshire ICT Departments produced a joint report for the Conwy and Den Officers Group in July 2011. Further to that report, a second report was written estimating costs to support Highways and Infrastructure Service in a	B2	Provide ICT staff with the relevant information as completed	Project Manager	Aug 2012

Ref no.	Risk description	Consequence	Score / level of inherent risk	Risk reduction measures & controls	Score / residual risk score	Further Action	Action owner	Milestone Dates
Tudalen 95		<p>performance management</p> <ul style="list-style-type: none"> Increasing costs to run an alternative solution, and/or rectify issues. 		<p>number of scenarios based around the location of the staff under the joint service.</p> <p>These costs will need to be revisited once the Accommodation Strategy is in place and the Service Areas Design, including the staffing structure (number of staff) is clearer.</p> <p><u>July 2012 Update:</u> ICT meeting has taken place and a work package prepared. The draft Service Design has been developed and is being shared with staff. Further work is underway to staff the model and undertake the accommodation option appraisal</p>				

* Conwy CBC and Denbighshire CC Joint Highways and Infrastructure: Report on the Development of a Fully Integrated Service (Dec 2012)

Mae tudalen hwn yn fwriadol wag

Communication Plan

Conwy(CBC) & Denbighshire(CC) Collaboration

Conwy & Denbighshire Highways and Infrastructure Services have in place a **Communication Strategy** (Aug 2012) to ensure that; consistent and clear messages are promptly exchanged between CCBC and DCC H&I Management and stakeholders, and to enable best practice to be adopted. The Strategy (see *Appendix 1*) was developed by the H&I Communications Officers; Paul Banholzer for Conwy, and Sue Hudson for Denbighshire.

The purpose of this **Communication Plan** is to detail the approach to sharing information on how Conwy and Denbighshire will be proceeding with collaboration, following the detailed study on the viability of proceeding with a fully integrated service. The plan works to the principles, aims and methods of the overarching H&I Communication Strategy.

1	<p>Representative group/s <i>Identification of stakeholders includes consideration of-</i></p> <ul style="list-style-type: none"> - who is affected; - who is interested; - who is important; - whether there are any other government agencies that hold an interest in the matter on which consultation is required 	<p>Stakeholders:</p> <ul style="list-style-type: none"> ▪ Welsh Government ▪ LA Scrutiny & Cabinet Members ▪ CCBC & DCC Collaboration Officers Group ▪ H&I Employees ▪ Non-aligned H&I Services ▪ Support Services for H&I ▪ LA Employees ▪ Unions ▪ Local Press <p><i>Indicate below the stakeholders to which the communication is most relevant:</i></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> H&I Employees <input checked="" type="checkbox"/> LA Scrutiny & Cabinets <input checked="" type="checkbox"/> Welsh Government
2	Managing Officer	Stuart Davies, Head of Highways & Infrastructure for Conwy & Denbighshire
3	Target Start Date	25 th September 2012
4	Target End Date	31 st October 2012
5	<p>Background/History</p> <ul style="list-style-type: none"> - Where did the project or matter being consulted on emanate? - Does information already exist on the matter? - Are there any background issues that need to be monitored? - Is it part of a larger project or process? - What is the current situation? 	<p>Conwy and Denbighshire are committed to developing collaborative ways of working where there is a business case to do so. Our authorities have a strong track record on collaboration and we want this to continue over the lifetime of our new administrations.</p> <p>Our collaboration on Highways and Infrastructure is delivering benefits to our residents and both councils are committed to strengthening joint working wherever there is a clear financial or service case. Three years ago Conwy and Denbighshire were the first in Wales to appoint a joint head of Highways and Infrastructure Services in order to deliver service improvements and drive out financial savings. Over the past three years our Highways and Infrastructure collaboration has delivered £300k of savings which allowed both councils to invest in other priorities or prevent cuts to services. We have also appointed joint management in important areas: school passenger transport and street lighting.</p> <p>These achievements and our commitment to collaboration in this area had led us to consider fully integrating all the sub-services within the Highways and Infrastructure Service under a single fully integrated management structure. In early 2012 the</p>

		<p>Authorities commissioned a detailed study into whether or not there is a business case for doing this. That study has now been completed and is attached to this report. The detailed study shows that the costs of fully integrating the service would be prohibitive. In addition the perceived advantages appear not to outweigh the considerable disruption and possible dip in service that would be involved. For these reasons the recommendation from the Conwy and Denbighshire Joint Collaboration Board, supported by both Corporate Executive Teams, is not to proceed with the fully integrated model.</p> <p><i>The Way Forward</i></p> <p>Our two authorities remain committed to pursuing other ways of strengthening our collaboration. We will look for further opportunities to rationalise management, reduce costs and improve services to our residents. This will include the following:</p> <ul style="list-style-type: none"> ▪ We will strengthen those areas of sub-service that are under single management. ▪ We will explore the Highways and Infrastructure sub-service areas where collaboration might bring benefits to our residents. ▪ We will explore local (Authority specific) opportunities for collaboration and joint management arrangements between existing services. ▪ We will maintain and develop our commitment to the regional developments on transport which, if delivered well, may secure additional benefits. Decisions will need to be based on a sound business case for change for in respect of such elements. <p>In the light of the recommendation not to fully integrate, it is now necessary to consider whether or not the current model of service delivery is the best model for the future. The two chief executives have commissioned a working group to consider the available options, consisting of two corporate directors Sasha Davies from Conwy and Hywyn Williams from Denbighshire, supported by; Danielle Edwards (Project Manager) who led the study and has significant knowledge of the area, the S151 Officers, and the HR Heads of Service. The brief given to the corporate directors is that the options must consider the following:</p> <ul style="list-style-type: none"> ▪ deliver financial savings for both councils without loss of important services to residents; ▪ strengthen the collaborations that the two authorities have committed themselves to at a sub-service level, i.e., school transport and street lighting; ▪ consider inter-authority as well as intra-authority options for models of service delivery; ▪ ensure that options for consideration are consistent with regional developments. <p>Corporate directors have been asked to report to their Chief Executives by the end of October. This will lead to a report to Cabinets in November recommending the way forward.</p>
6	<p>Relevant Statutory provision <i>Are there any statutory or non-statutory needs or requirements that apply to this provision?</i></p>	<p><i>Links to:</i></p> <p>Welsh Government COMPACT for change (March 2011) – Highway Engineering Service</p> <p>Commitment:</p> <ul style="list-style-type: none"> ▪ Local Government and Welsh Government to review the interface between the Trunk Road Agencies and the Regional Transport Consortia's constituent authorities and joint working between highway engineering services to support the planning, management and delivery of strategic highways services (June 2012). ▪ Local Government with support of Welsh Government to identify and implement quick wins by Regional Transport Consortia (March 2013). ▪ To develop a business case and implement change (March 2013–March 2014).

		<p>TAITH - North Wales Regional Passenger Transport Management</p> <p>Working to transform and modernise transport services in North Wales to create an efficient, effective 21st century service.</p>
7	<p>Purpose / objectives / scope</p> <p><i>Why is the communication being undertaken?</i></p> <p><i>What is the policy, plan or strategy you are communicating about?</i></p> <p><i>What matters need to be decided?</i></p> <p><i>Is there an expected outcome of this communication?</i></p> <p><i>What is the preferred outcome of the communication?</i></p> <p><i>What is hoped to be achieved from the communication?</i></p> <p><i>Why is the communication taking place at this time?</i></p>	<p>The purpose of this communication is to detail the approach to sharing information on how Conwy and Denbighshire will be proceeding with collaboration, following the detailed study on the viability of proceeding with a fully integrated service.</p> <p>The outcome of this communication is that all stakeholders feel they have received information that is honest, open and accurate, at a time that is relevant and current (as per the principles of the Communication Strategy). Staff working within Highways and Infrastructure for both CCBC and DCC have been consulted and communicated with leading up to, and during the life of this project. This has spanned a period of around 3 years, and staff are keen to be told what the future holds for their Service and themselves.</p> <p>One of the key aims is to ensure that staff in both authorities are aware of, and understand the reasons behind the message we will be taking to Scrutiny and Cabinets in October.</p> <p>Any feedback from staff regarding this communication can be evaluated, monitored and reviewed through the 'Communication Cycle' - section 8 of the H&I Communication Strategy (<i>Appendix 1</i>)</p>
8	<p>Method</p> <p><i>What kind of communication is most suited to the issue?</i></p> <ul style="list-style-type: none"> - Letter to key body/bodies - Face to face meeting - Mail-out feedback forms - Public forums - Website feedback - Advisory committees - Anonymous survey - Discussion groups 	<p>1. Letter to the Minister</p> <p>A joint letter from the Leaders of Conwy and Denbighshire Councils is sent to the Minister for Local Government and Communities, Carl Sergeant AM by the 20th September 2012, advising him of the direction of travel of both Councils in relation to integration and collaboration, and inviting him to discuss the issue further.</p> <p>2. Briefing Meeting with the CCBC & DCC H&I Service and Sub-service Managers</p> <p><i>Date:</i> 25th September 2012 <i>Time:</i> 2pm to 4pm <i>Location:</i> Caledfryn, Denbigh</p> <p><i>Purpose:</i></p> <p>The purpose of the meeting is to (i) share with managers prior to the Scrutiny and Cabinet meetings, how Conwy and Denbighshire will be proceeding with collaboration, and (ii) to ask managers to plan time between the 4th October and the 10th October 2012 to disseminate this information to all staff within their teams. To support the meetings, a Newsletter will be sent to all staff on the 4th October, with copies printed for those staff that do not have access to a PC.</p> <p>The briefing meeting invitation will be extended to the Heads of Service for those sub-service that do not align (<i>CCBC & DCC Environmental Services, CCBC Community Development Services, CCBC Corporate Civil Contingencies, and DCC Corporate Finance</i>).</p> <p>3. Sharing with the Collaboration Officers Group</p> <p>As key contributors to the report, this group (on which sits representation from the support services) will receive a copy of the Newsletter on the 25th September to ensure they are informed at the same time as the JH&I Service Managers.</p> <p>4. Informing the Unions</p> <p>The JH&I Project Unions Group will receive advance notification of the Newsletter on the 3rd October 2012, explaining that it will be distributed to staff the next day.</p> <p>5. Newsletter to Staff and Members</p> <p>To support the meetings, on the <i>4th October 2012</i> a Newsletter will be distributed to</p> <ul style="list-style-type: none"> ▪ all CCBC & DCC H&I Staff (with copies printed for those staff that do not have access to a PC); ▪ all CCBC & DCC Members

The Newsletter will:

- (i) reflect the message to the Minister (Method 1 above);
- (ii) provide the dates for Scrutiny and Cabinet meetings in both CCBC and DCC;
- (iii) explain that these will be open meetings and that both the covering report and the 'Report on the Draft Service Design' will be available on the Intranet no later than the 5th October in DCC, and the 10th October 2012 in Conwy; and
- (iv) provide a link to relevant pages on the Internet:

<http://modgoveng.conwy.gov.uk/ieListDocuments.aspx?CId=450&MId=3476&Ver=4> for CCBC (English)

<http://modgovcym.conwy.gov.uk/ieListDocuments.aspx?CId=450&MId=3476&Ver=4> for CCBC (Welsh)

<https://moderngov.denbighshire.gov.uk/ieListDocuments.aspx?CId=268&MId=4630&Ver=4&LLL=0>

for DCC (English)

<https://moderngov.denbighshire.gov.uk/ieListDocuments.aspx?CId=268&MId=4630&Ver=4&LLL=1>

for DCC (Welsh)

6. Scrutiny and Cabinet Meetings

The dates for Partnership Scrutiny and Cabinet in both LAs are:

	Partnership Scrutiny	Cabinet
DCC	11 th Oct 2012	23 rd Oct 2012 (am)
CCBC	16 th Oct 2012	23 rd Oct 2012 (pm)

The report will reflect the message to the Minister (Method 1 above) and provide recommendations from the Collaboration Board for progressing collaboration both across CCBC and DCC, and internally within their LAs.

7. Notification of the Executive Decision from CCBC and DCC Cabinets

An e-mail will be distributed on the 24th October 2012 sharing the executive decisions from both the CCBC and the DCC cabinets, and informing staff of the content of the press release to:

- all CCBC & DCC H&I Staff;
- all CCBC & DCC Members; and
- the members of the Collaboration Officers Group (on which sits representation from the support service)

In order to reach those staff without access to a PC, the Managers will be required to cascade the message through their teams with the support of the H&I Communications Officers.

8. Statement to the Press

The covering report and attached full report will be in the public domain from the 5th October. Advice from the Press Office is to have a press release prepared sharing the dates that Scrutiny and Cabinet will be considering the paper, what they will be considering, and how decisions will be made. The release will be based on the letter to the Minister.

9	Timeline for the Communication Plan	<table border="1"> <thead> <tr> <th data-bbox="568 241 1262 277">Communication Activity</th> <th data-bbox="1262 241 1437 277">Date</th> </tr> </thead> <tbody> <tr> <td data-bbox="568 277 1262 315">1. Letter to the Minister</td> <td data-bbox="1262 277 1437 315">20/09/2012</td> </tr> <tr> <td data-bbox="568 315 1262 405">2. Briefing Meeting with the CCBC & DCC H&I Service and Sub-service Managers, inc. the HOS for those sub-services not aligned.</td> <td data-bbox="1262 315 1437 405">25/09/2012</td> </tr> <tr> <td data-bbox="568 405 1262 443">3. Sharing with the Collaboration Officers Group</td> <td data-bbox="1262 405 1437 443">25/09/2012</td> </tr> <tr> <td data-bbox="568 443 1262 481">4. Informing the Unions</td> <td data-bbox="1262 443 1437 481">03/10/2012</td> </tr> <tr> <td data-bbox="568 481 1262 519">5. Newsletter to Staff and Members</td> <td data-bbox="1262 481 1437 519">04/10/2012</td> </tr> <tr> <td data-bbox="568 519 1262 557">6. Scrutiny and Cabinet Meetings</td> <td data-bbox="1262 519 1437 557"></td> </tr> <tr> <td data-bbox="568 557 1262 595">6.1 DCC Partnership Scrutiny</td> <td data-bbox="1262 557 1437 595">11/10/2012</td> </tr> <tr> <td data-bbox="568 595 1262 633">6.2 CCBC Partnership Scrutiny</td> <td data-bbox="1262 595 1437 633">16/10/2012</td> </tr> <tr> <td data-bbox="568 633 1262 672">6.3 DCC Cabinet</td> <td data-bbox="1262 633 1437 672">23/10/2012</td> </tr> <tr> <td data-bbox="568 672 1262 710">6.4 CCBC Cabinet</td> <td data-bbox="1262 672 1437 710">23/10/2012</td> </tr> <tr> <td data-bbox="568 710 1262 770">7. Notification of the Executive Decision from CCBC and DCC Cabinets</td> <td data-bbox="1262 710 1437 770">24/10/2012</td> </tr> </tbody> </table>	Communication Activity	Date	1. Letter to the Minister	20/09/2012	2. Briefing Meeting with the CCBC & DCC H&I Service and Sub-service Managers, inc. the HOS for those sub-services not aligned.	25/09/2012	3. Sharing with the Collaboration Officers Group	25/09/2012	4. Informing the Unions	03/10/2012	5. Newsletter to Staff and Members	04/10/2012	6. Scrutiny and Cabinet Meetings		6.1 DCC Partnership Scrutiny	11/10/2012	6.2 CCBC Partnership Scrutiny	16/10/2012	6.3 DCC Cabinet	23/10/2012	6.4 CCBC Cabinet	23/10/2012	7. Notification of the Executive Decision from CCBC and DCC Cabinets	24/10/2012
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10	Information provision <ul style="list-style-type: none"> - <i>What information is being provided to stakeholders to inform their input/feedback?</i> - <i>Does the information articulate clearly the purposes, objectives and methods of the communication process?</i> - <i>Is the information written/published in a way that is easily understood?</i> 	<ul style="list-style-type: none"> - The Newsletter will be distributed electronically and will be provided as a hard copy for those without access to a PC. - The newsletter will clearly articulate the reason for this communication (see 8.4, above) - The covering report and 'Report on the Draft Service Design' will be available to view on each LAs website prior to the Scrutiny and Cabinet meetings. - The Newsletter will strive to meet the principles of the H&I Communication Strategy by ensuring the information within is honest, open and accurate. 																								
11	Resources/advice (inc. purchase of advice) <ul style="list-style-type: none"> - <i>Resources may be available internally from other areas within LAs, other agencies, or available for purchase.</i> - <i>Have you consulted other areas of expertise?</i> - <i>Are there provisions for the purchase of advice / support/research if required?</i> - <i>Also consider material resources. e.g. are meeting rooms required?</i> 	<p>This Communication Plan has been considered and agreed by the Joint Conwy and Denbighshire Highways and Infrastructure Collaboration Board, and has been quality assured by the Conwy and Denbighshire H&I Communication Officers.</p> <p>Specialist support and advice has informed the 'Report on the Draft Service Design' from areas such as; Legal, HR, ICT, Property, Finance, and Business.</p> <p>In order to facilitate the Communication Activities, the Project has a modest budget which will be used to fund (in the main) translation costs. All rooms booked for this communication have been free of charge.</p>																								

**Conwy County Borough Council / Denbighshire
County Council**

Highways and Infrastructure Services

Communication Strategy

August 2012

Documentation Control	
Organisation	CCBC & DCC – H&IS
Work Group	Communication Officers
Status	Final Draft
Version	1.0
Last update	SH/PB 9 th August, 2012
Review Date	N/A at this time

1. Introduction

The Highways and Infrastructure Services of both Conwy County Borough Council (CCBC) and Denbighshire County Council (DCC) are undergoing major review to establish the viability and potential benefits of a joint, fully integrated service. A good communication strategy is required to ensure that consistent and clear messages are promptly exchanged between CCBC and DCC Highways & Infrastructure Service (H&IS) Management and stakeholders (see section 4) and will enable best practice to be adopted.

2. Principles of Good Communication

The following principles apply to all communication undertaken by CCBC and DCC H&IS:

- All communication is honest, open and accurate
- Communication is accessible to all, giving due consideration to our Welsh Language Schemes and Equalities Policies
- Communication will be clear, using plain language and user friendly approaches
- Communication will be timely, relevant and current
- Communication will be cost effective

All communication will reflect the values and shared vision of CCBC and DCC H&IS.

3. Aims of this Strategy

To ensure that:

- Highways & Infrastructure managers and officers are involved and engaged in the work of the service and any changes planned or required, so they have sufficient knowledge to confidently represent and champion the Service.
- We communicate on all project activity relating to the Joint Highways & Infrastructure Fully Integrated Service to all stakeholders via appropriate channels and in a timely manner.
- The Principles of Good Communication extend to all stakeholders.
- The Service's reputation is promoted, managed and enhanced.

4. Our Stakeholders

A Stakeholder is a person, group, organisation, member or system who affects or can be affected by the Service or Project actions. Stakeholders for the H&I Service are:

- The Project Management personnel (Internal)
- Council Members (Internal)
- LA Executive Management Teams (Internal)
- Employees (Internal)
- The customer (individual or organisation) (External)
- Suppliers of material or other resources (External)
- Unions (External)
- Community or other geographic region (External)
- Professional organisations (External)

Communication with our stakeholders is required for the two key strands of the H&I Service:

- (i) H&IS Routine Operational Communication
- (ii) Communication Specific to the Joint H&I Fully Integrated Service Project

5. Communication Tools

We need to adopt a proactive approach to communication, regularly reviewing methods to ensure effectiveness. Current communication tools used are:

- Induction
- One to One meetings inc. PDRs
- E-Mails
- Notice Boards
- Printed materials - 1Root, periodic Road Safety Newsletters
- Team Meetings
- Team Briefs
- Use of the Intranet
- Staff Surveys
- Staff Council

In addition to these tools, a Consultation Plan will be prepared and approved prior to any *formal* consultation with any of the stakeholder groups (see appendix 1).

6. Method of Delivery of this Communication Strategy

A Communication Officer has been appointed in both CCBC and DCC Highways & Infrastructure Services. The role of the Communication Officers will be to:

- (i) act as the first point of contact for any changes in policy, initiatives or approaches; and
- (ii) to prepare and facilitate delivery of the communication of key messages to stakeholders.

Key Activities For all H&IS Routine Operational Communication:

- To disseminate core service messages to H&IS managers for cascade to staff
- To actively encourage staff engagement and feedback on core service messages
- To act as “knowledge managers” and be first points of contact for communication of any new initiatives and key developments proposed within the service
- To bring to the attention of H&IS managers any important developments or trends noted through customer contact systems
- To prepare for and facilitate any consultation with other internal stakeholders
- To assist in any consultation with external stakeholders, if appropriate

For Communication Specific to the Joint H&I Fully Integrated Service Project:

- To disseminate core project messages to H&IS managers for cascade to staff
- To actively encourage staff engagement and feedback on core project messages
- To bring to the attention of the Project Management Team any important developments or trends noted through staff feedback

- To prepare for and facilitate any consultation with other internal stakeholders
- To assist in any consultation with external stakeholders, if appropriate

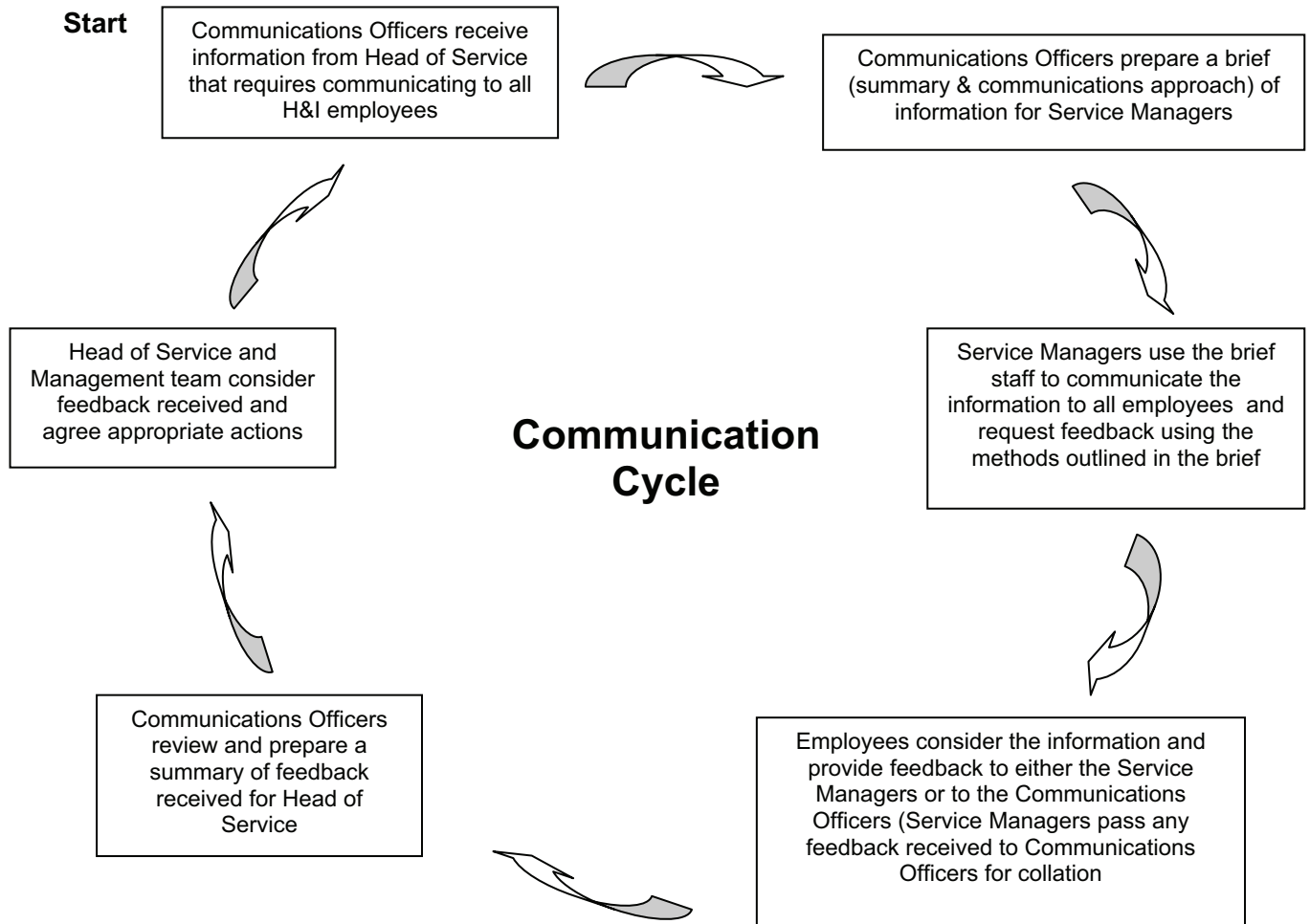
7. Primary Outcomes of the Communication Strategy:

- All H&IS Managers receive core service and/or project messages using a method that abides with the Principles of Good Communication (section 2)
- H&IS Staff understanding of the core service and/or project messages as a result of effective promotion and proactive feedback mechanisms
- H&IS Staff & Project Management Team are aware of feedback/developments and any potential effect on service or project outcomes
- All other internal and external stakeholders are informed of relevant feedback and developments relating to service provision.

8. Evaluation and Monitoring and Review

We will endeavour to carry out regular reviews as to the effectiveness of our Communication Strategy and plans in order to improve the method of delivery, the ease of understanding and the engagement of staff. This will be achieved through:

- collating and evaluating feedback from stakeholders following both informal communication and formal consultation activity
- review of Staff survey results and development of action plans
- review of response to requests for action from stakeholders



Mae tudalen hwn yn fwriadol wag

Adroddiad i'r: CABINET

Dyddiad y Cyfarfod: 23 Hydref 2012

Aelod Cabinet Arwain: y Cynghorydd Julian Thompson-Hill

Swyddog Arwain: Paul McGrady, Pennaeth Cyllid ac Asedau

Teitl: Adroddiad Cyllid

1 Am beth mae'r adroddiad yn sôn?

Mae'r adroddiad yn rhoi manylion arbedion a chyllideb refeniw'r cyngor fel y cytunwyd arnynt ar gyfer 2012/13 fel ar ddiwedd mis Medi 2012. Mae'r adroddiad hefyd yn crynhoi'r wybodaeth ddiweddaraf am y Cynllun Cyfalaf, y Cyfrif Refeniw Tai a'r Cynllun Cyfalaf Tai.

2 Beth yw'r rheswm dros lunio'r adroddiad hwn?

Rhoi'r wybodaeth ddiweddaraf i'r aelodau am sefyllfa ariannol gyfredol y Cyngor.

3 Beth yw'r Argymhellion?

Bod yr Aelodau'n nodi'r targedau cyllidebau ac arbedion am y flwyddyn ac yn symud ymlaen mewn perthynas â'r strategaeth gyllideb y cytunwyd arni.

4 Manylion yr adroddiad

Cyflwynir rhagolwg diweddaraf y gyllideb refeniw yn **Atodiad 1** ac mae'n dangos ychydig bach o danwariant ar draws pob gwasanaeth, gan gynnwys ysgolion.

Mae crynodeb y Cyfrif Refeniw Tai hefyd wedi'i gynnwys yn Atodiad 1 er gwybodaeth ond cronfa ar wahân yw hon ac nid yw'n rhan o brif gyllideb refeniw'r cyngor.

Yn **Atodiad 2** i'r adroddiad hwn, mae diweddariad sy'n dangos cynnydd mewn perthynas â'r arbedion a'r pwysau y cytunwyd arnynt yn rhan o broses gosod cyllideb 2012/13. I gyd, cytunwyd ar arbedion net o £3.443m a chyflawnwyd £2.153m (63%) gyda £1.290m (37%) wedi'i ddsbarthu'n rhai 'ar waith'. Er bod eitemau'n dal i gael eu dosbarthu fel rhai 'ar waith', credir bod modd cyflawni'r holl arbedion a restrwyd. Bydd y targed arbed corfforaethol, ynglŷn â newid rhai defnyddwyr ceir hanfodol i statws defnyddwyr achlysurol ac effaith newid y rheolau diystyru sy'n berthnasol i deithio busnes cartref i'r gwaith, yn cael ei gyrraedd a bydd y ffigur yn cael ei gadarnhau fis nesaf.

5 Sut mae'r penderfyniad yn cyfrannu at y Blaenoriaethau Corfforaethol?

Mae rheolaeth effeithiol ar gyllidebau refeniw a chyfalaf y cyngor a chyflenwi'r strategaeth gyllideb y cytunwyd arni yn sail i weithgarwch ym mhob maes, gan gynnwys y blaenoriaethau corfforaethol.

6 Beth fydd yn ei gostio a sut bydd yn effeithio ar wasanaethau eraill?

Defnyddir yr adran hon o'r adroddiad i amlygu unrhyw amrywiannau allweddol o'r targedau cyllideb neu arbedion, risgiau neu arbedion ychwanegol posibl a allai godi drwy gydol y flwyddyn ac i roi'r wybodaeth ddiweddaraf fwy cyffredinol am y Cynllun Cyfalaf a'r Cyfrif Refeniw Tai. Mae'r sefyllfa hyd ddiwedd mis Medi'n dangos bod y rhan fwyaf o wasanaethau'n disgwyl cyflawni cyllideb fantoledig. Disgrifir isod y meysydd y mae gofyn eu hegluro ymhellach.

Ar ddiwedd 2011/12, dygwyd ymlaen gyfanswm o £1.3m o weddillion refeniw gan wasanaethau. Yn yr adran ganlynol y mis hwn mae manylion y gweddillion a ddygwyd ymlaen a gwybodaeth am y cynnydd a'r tybiaethau diweddaraf mewn perthynas â defnyddio gweddillion refeniw a ddygwyd ymlaen.

Cyllidebau Gwasanaethau

Dygodd y gwasanaeth **Perfformiad a Chynllunio Busnes** tanwariant o £182k ymlaen. O hyn, mae £78k wedi'i wario neu ei ymrwmo i gyllido nifer o fentrau, gan gynnwys hyfforddiant Prince2 a menter cyllideb gyfranogol.

Dygodd y **Gwasanaethau Cyfreithiol a Democratig** ymlaen weddill o £28k a defnyddiwyd £10k i ariannu pwysau yn ystod y flwyddyn.

Cyllid ac Asedau – dygwyd ymlaen gweddill o £140k ac fe'i defnyddiwyd i ariannu nifer o gostau ychwanegol fel swydd dros dro yn yr adran Gaffael a phwysau cost yn yr adrannau Archwilio Mewnol a Refeniwiau a Budd-daliadau. Yn yr adran Eiddo, ariannwyd costau cysylltiedig â'r gwaith a gwblhawyd yng nghanolfan Rhyl Sun Centre a Thŵr Awyr y Rhyl.

Priffyrdd a Seilwaith – y gweddill a ddygwyd ymlaen oedd £261k. Ariannwyd nifer o gostau untro gan gynnwys newid mecanweithiau darnau arian ar fesuryddion parcio, cyfrannu at gost llochesi bysiau yn rhan o ddatblygu Gorsaf Fysiau Prestatyn, digwyddiadau'r Fflam Olympaidd a chael technoleg offer llaw newydd i orfodi parcio. Cyflwynwyd cynigion eraill ac maent yn dal i gael eu hasesu.

Gwasanaethau Cynllunio a Rheoleiddio – dygwyd gweddill o £52k ymlaen ac mae'n cael ei ddefnyddio i ariannu costau ailstrwythuro yn y flwyddyn gyfredol.

Dangosir bod cyllidebau'r **Gwasanaethau Oedolion** wedi'u mantoli ond, ar hyn o bryd, tybir y bydd tua £320k o Gronfa Wrth Gefn Cefnogi Pobl yn cael ei defnyddio i ariannu'r pwysau yn y flwyddyn. Roedd hyn yn rhan o'r strategaeth y cytunwyd arni mewn cyfarfodydd Herio Gwasanaeth blaenorol a'r rheswm penodol dros greu'r Gronfa Wrth Gefn yn y lle cyntaf.

AD Strategol – dygodd weddill o £39k ymlaen. O hyn, ymrwymwyd £10k i ariannu costau yn ystod y flwyddyn a chlustnodwyd y gweddill i gyfrannu at gostau ailstrwythuro'r adran Iechyd a Diogelwch.

Dygodd gwasanaeth yr **Amgylchedd** weddill o £89k ymlaen. O hyn, defnyddiwyd £69k i ariannu cyfuniad o gostau ailstrwythuro, prynu tir (Loggerheads) ac ariannu canlyniad adolygiad rhent wedi'i ôl-ddyddio o blaid Ymddiriedolaeth Castell Bodelwyddan.

Dygodd y gwasanaeth **Gwella Ysgolion a Chynhwysiant** weddill o £321k ymlaen. Clustnodir hyn i ariannu costau sy'n gysylltiedig â'r gwasanaeth rhanbarthol ac ad-drefnu ysgolion yn Sir Ddinbych. Efallai hefyd y bydd angen rhoi rhywfaint o ddiogelwch trosiannol i ysgolion wrth i'r fformiwla ariannu newydd gael ei gyflwyno.

Mae'r cyllidebau **Moderneiddio Addysg a Gofal Cwsmeriaid** ar hyn o bryd yn rhagweld ychydig bach o danwariant, sef £45k. Mae'r rhain yn wargedion canol blwyddyn oherwydd ailstrwythuro'r staff, sy'n cael ei weithredu ar hyn o bryd. Dygodd yr elfen Moderneiddio Addysg o'r gwasanaeth gweddill o £39k ymlaen.

Dygodd yr adran Gwasanaethau Cwsmeriaid fel yr oedd (cyn yr ailstrwythuro corfforaethol diweddar) weddill o £107k ymlaen. O hyn, defnyddiwyd £58k i ariannu costau mewn TGCh a'r Wasg a Chysylltiadau Cyhoeddus, gan gynnwys datblygu mewnrwyd a chostau ailstrwythuro.

Adfywio – roedd yr adran yn rhan o'r Gwasanaethau Cynllunio a Rheoleiddio'r llynedd a dygodd ymlaen weddill o £90k a ddefnyddiwyd i lyncu pwysau yn y flwyddyn gyfredol.

Y sefyllfa ar hyn o bryd yn y flwyddyn mewn perthynas â gweddillion a ddygwyd ymlaen yw bod £1.1m wedi'i wario neu ei ymrwymo gan olygu bod £220k o'r cyfanswm heb ei ymrwymo ar hyn o bryd ac ar gael o bosibl i'w ailddyrrannu.

Ysgolion – fel ar ddiwedd mis Medi, y rhagamcaniad ar gyfer gweddillion ysgol yw £1.876m. Mae hwn yn gam cadarnhaol, sef £75k i ffwrdd o'r gweddillion o £1.801m a ddygwyd ymlaen o 2011/12. Ar hyn o bryd mae'r cyngor yn gweithio gyda dwy ysgol sydd mewn anhawster ariannol gyda chyfanswm o £439k o weddillion diffyg. Mae gan yr ysgolion hyn gynlluniau adfer yn eu lle ac maent wrthi'n gweithio tuag at y targedau a nodwyd yn y cynlluniau hyn.

Tybiaethau Cyllideb 2012/13

Wrth baratoi cyllideb 2012/13, gwnaethpwyd nifer o dybiaethau am bwysau a fyddai'n wynebu'r Cyngor a rhoddwyd cyllidebau priodol yn eu lle. Dau o'r prif bwysau oedd tebygolrwydd codiad cyflog i'r staff a chostau ynni'n cynyddu'n sylweddol. Fel y cyfryw, cyllidodd y Cyngor tuag £1.5m i dalu'r costau hyn.

Roedd y cynnydd mewn prisiau ynni'n llawer llai na'r disgwyl ac roedd hyn, ynghyd â gostyngiad sylweddol mewn defnydd, yn golygu y gellid llyncu'r codiad pris yn y cyllidebau presennol. Ni chytunwyd ar y codiad pris tan ar ôl i'r gyllideb gael ei gosod ac felly nid oedd y gyllideb ychwanegol yn ofynnol.

Yn yr un modd, cyllidodd y Cyngor am godiad cyflog i'r staff, ond ni ddigwyddodd hyn. Fodd bynnag, cadarnhawyd bod cyflogau'n cael eu rhewi ar ôl i'r gyllideb gael ei gosod ac felly roedd gan y Cyngor gyllideb am godiad cyflog na fyddai'n digwydd bellach.

Bydd y cyllidebau hyn sydd heb eu defnyddio'n cael eu defnyddio i leihau'r pwysau ar gyllideb y Cyngor yn y blynyddoedd i ddod ac maent wedi'u cynnwys yn y Cynllun Ariannol Tymor Canolig. Fodd bynnag, am na fydd y cyllidebau'n cael eu defnyddio eleni, byddant yn arbed tua £1.7m o arian yn ystod y flwyddyn. Yn unol â chymeradwyaeth ddiweddar y Cyngor i'r Cynllun Corfforaethol a'i ddymuniad i sefydlu 'Cronfa Wrth Gefn Buddsoddiad Strategol', dangosir y swm hwn yn atodiad 1 fel trosglwyddiad i gronfeydd wrth gefn.

Cynllun Cyfalaf

Y gwariant hyd ddiwedd mis Medi yw £9m mewn perthynas â Chynllun o £33.3m y cytunwyd arno. Dengys **Atodiad 3** grynodedeb o'r cynllun cyfredol a sut mae'n cael ei ariannu. Dangosir trosolwg o brif brosiectau cyfalaf yn **Atodiad 4**.

Cyfrif Refeniw Tai (HRA)

Mae rhagolwg diweddaraf y Cyfrif Refeniw Tai'n dangos diffyg canol blwyddyn o £77k. Mae hyn yn cymharu â gwarged canol blwyddyn a gyllidwyd o £71k. Fodd bynnag, mae'r gyllideb a'r alldro'n cynnwys darpariaeth i ariannu gwariant cyfalaf o refeniw. Y dybiaeth ddiweddaraf yw y bydd £431k yn cael ei ddefnyddio i ariannu gwariant cyfalaf. Mae'r Cynllun Busnes yn ddichonadwy o hyd ac, yn seiliedig ar y rhagolwg diweddaraf, gweddill y Cyfrif Refeniw Tai i'w ddwyn ymlaen fydd £794k, o'i gymharu â rhagamcaniad o £942k yn y gyllideb.

Rhagwelir y bydd y Cynllun Cyfalaf Tai'n gwario £7.4m yn 2012/13 sy'n cael ei ariannu'n rhannol gan fenthyca darbodus (£4.6m). Mae'r broses o gyrraedd Safon Ansawdd Tai Cymru erbyn diwedd 2012/13 yn debygol o gyrraedd y targed ac mae arolwg manwl o gyflwr y stoc wedi'i gwblhau'n ddiweddar. Bydd canlyniadau'r arolwg yn cael eu cynnwys mewn Cynllun Busnes Stoc Dai wedi'i ddiweddarau dros y misoedd nesaf a bydd hyn yn helpu i lywio tybiaethau cynllunio busnes a buddsoddi cyfalaf wrth fynd ymlaen.

Dangosir crynodeb o sefyllfa ddiweddaraf y Cyfrif Refeniw Tai yn y tabl isod.

Crynodeb o'r Cyfrif Refeniw Tai a'r Cynllun Cyfalaf:

Crynodeb o'r Cyfrif Refeniw Tai 2012/13	
<u>Medi 2012</u>	
Gwariant	£'000
Rheoli a Chynnal a Chadw Tai	5,814
Taliadau Cyfalaf	2,662
Cymhorthdal	3,081
Darparu ar gyfer drwg ddyledion	29
	431
<u>Cynllun Cyfalaf Tai</u>	
<u>Medi 2012</u>	
	£,000
Gwariant Cyfalaf Cyllid Refeniw	7,437
Cyfanswm Gwariant	12,017
Incwm	
Rhenti	11,777
Garejys	158
Llog	5
Cyfanswm Incwm	11,940
Gwarged / (Diffyg) Canol Blwyddyn	(77)
Gweddill y Cyfrif Refeniw Tai wedi'i Ddwyn Ymlaen	794
Gwariant wedi'i Gynllunio	
Ariannwyd gan:	
Lwfans Atgyweiriadau Mawr	2,400
Cyfraniad Refeniw	431
Derbyniadau Cyfalaf	17
Benthyca Darbodus	4,589
Cyfanswm	7,437

7 Pa ymgynghoriadau a gynhaliwyd?

Argymhellwyd y gyllideb refeniw gan y cabinet a chytunodd y cyngor yn ffurfiol arni ar ôl cylch helaeth o heriau gwasanaeth. Cymeradwywyd y cynllun cyfalaf gan y cyngor ar ôl i'r Grŵp Buddsoddi Strategol graffu arno ac ar ôl i'r cabinet ei argymhell. Cymeradwywyd y Cyfrif Refeniw Tai ar ôl ymgynghori ag aelodau etholedig a chynrychiolwyr ffederasiwn tenantiaid.

8 Datganiad y Prif Swyddog Cyllid

Mae'r adroddiad hwn yn amlygu'r cyllidebau refeniw a chyfalaf fel y cytunwyd arnynt ar gyfer 2012/13 ac mae'n arddangos sut bydd y Cabinet yn cael gwybod am gyllid y cyngor drwy gydol y flwyddyn. Disgwylir i wasanaethau gyflawni'r arbedion y cytunwyd arnynt drwy'r Heriau Gwasanaeth a phrosesau gosod cyllideb ac, ar hyn o bryd, maent fel petaent am gyrraedd y targed i'w cyflawni. Mae'n bwysig bod gwasanaethau'n parhau i reoli cyllidebau'n gall a bod unrhyw wargedion yn ystod y flwyddyn yn cael eu hystyried yng nghydestun y sefyllfa ariannol tymor canolig.

Sylwadau am yr Economi a'r Diweddaraf am Reoli Trysorlys

Mae'r marchnadoedd ariannol yn gyfnewidiol iawn o hyd ac mae hyn yn dal i gyfyngu ar nifer y sefydliadau y gall y cyngor fuddsoddi gyda hwy ac ar hyd y buddsoddiadau y gall y cyngor eu gwneud. Mae'r ddau beth hyn yn cyfyngu ar yr enillion y gall y cyngor eu cyflawni. Wrth i'r ansicrwydd yn y marchnadoedd barhau, mae polisi'r cyngor yn cyfyngu ar y rhan fwyaf o fuddsoddiadau newydd i roi arian i gadw dros nos. Mae'r strategaeth hon o wneud buddsoddiadau tymor byr iawn yn debygol o barhau am y tymor canolig.

Ar hyn o bryd, cyfanswm y benthyg yw £134.08m ar gyfradd gyfartalog o 5.76% a chyfanswm y buddsoddiadau yw £18.0m ar gyfradd gyfartalog o 0.75%.

Cymeradwyaeth Flynyddol o Gyfrifon 2011/12 y Cyngor

Ar 26 Medi, llofnododd y Pwyllgor Llywodraethu Corfforaethol yn ffurfiol i gymeradwyo cyfrifon blynyddol y cyngor a derbyn adroddiad yr archwilydd allanol (Swyddfa Archwilio Cymru). Mae'r Datganiad o Gyfrifon yn ddogfen gymhleth a thechnegol sy'n gofyn ymdrech sylweddol gan nifer o aelodau staff cyllid ac eraill i'w chwblhau. Mae'n ddogfen y bydd ychydig iawn o bobl yn ei darllen ond mae'n wir yn sail i lywodraethu'r cyngor ac mae'n fesur allweddol o effeithiolrwydd stiwardiaeth ariannol. Oherwydd cymhlethdod y cyfrifon a'r ffordd y mae'n rhaid eu cynhyrchu i gydymffurfio â nifer helaeth o safonau technegol a gofynion deddfwriaethol, mae'n ymgymeriald blynyddol sylweddol. Ond, unwaith eto, cymeradwywyd cyfrifon y cyngor yn ddiamod ac yn wir cafodd ansawdd y cyfrifon a'r broses y tu ôl iddynt eu canmol gan yr archwilydd allanol.

9 Pa risgiau sydd ac a oes unrhyw beth y gallwn ei wneud i'w lleihau?

Hwn yw'r cyfnod ariannol mwyaf heriol sydd wedi wynebu'r cyngor ac, os bydd yn methu â chyflawni'r strategaeth gyllideb y cytunwyd arni, bydd yn rhoi pwysau pellach ar wasanaethau yn y flwyddyn ariannol gyfredol ac yn y dyfodol. Bydd rheoli a monitro'r gyllideb yn effeithiol a rhoi gwybod yn gynnar am amrywiannau, yn helpu i sicrhau bod y strategaeth ariannol yn cael ei chyflawni.

Mae risgiau penodol yn amlwg wrth ymdrin â phrosiectau cyfalaf a gallant gynnwys gor-redeg o ran amser neu wariant, problemau cyllid ac ystyriaethau eraill nad ydynt yn ariannol. Mae mecanwaith cymeradwyo cadarn ac adrodd a monitro ariannol agos, ynghyd â gweithdrefnau rheoli prosiect effeithiol, yn helpu i leihau'r risgiau hyn cymaint â phosibl.

Mae'r Cyfrif Refeniw Tai'n buddsoddi cyfalaf sylweddol i wella'r stoc dai ac yn defnyddio benthyciadau a grantiau i ariannu'r gwaith. Rhaid i unrhyw fenthyciadau fod yn fforddiadwy a sicrheir hynny drwy fonitro'r Cynllun Busnes Stoc Tai'n rheolaidd a'i wneud yn destun cymeradwyaeth ac asesiad dichonolrwydd blynyddol.

10 Pŵer i wneud y Penderfyniad

Mae gofyn i awdurdodau lleol o dan Adran 151 o Ddeddf Llywodraeth Leol 1972 wneud trefniadau i weinyddu eu materion ariannol yn briodol.

Mae tudalen hwn yn fwriadol wag

Appendix 1

DENBIGHSHIRE COUNTY COUNCIL REVENUE BUDGET MONITORING REPORT 2012/13

Forecast as at 30/09/2012	Budget			Projected Outturn			Variance			Variance Previous Report	
	Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	£'000
Business Planning & Performance	1,197	-224	973	1,197	-224	973	0	0	0	0.00%	0
Legal & Democratic Services	2,065	-553	1,512	2,065	-553	1,512	0	0	0	0.00%	0
Finance & Assets	14,270	-7,265	7,005	14,270	-7,265	7,005	0	0	0	0.00%	0
Highways & Infrastructure	20,112	-9,667	10,445	20,112	-9,667	10,445	0	0	0	0.00%	0
Planning, Regeneration & Public Protection	5,714	-1,936	3,778	5,714	-1,936	3,778	0	0	0	0.00%	50
Adult & Business Services	44,809	-12,959	31,850	44,809	-12,959	31,850	0	0	0	0.00%	0
Children & Family Services	9,799	-1,029	8,770	9,799	-1,029	8,770	0	0	0	0.00%	0
Housing Services	1,842	-1,461	381	1,842	-1,461	381	0	0	0	0.00%	0
Leisure, Libraries & Community Development	9,963	-4,661	5,302	9,963	-4,661	5,302	0	0	0	0.00%	0
Strategic HR	1,558	-470	1,088	1,558	-470	1,088	0	0	0	0.00%	0
Customer Services	4,092	-999	3,093	4,092	-999	3,093	0	0	0	0.00%	0
Environment	19,071	-8,304	10,767	19,071	-8,304	10,767	0	0	0	0.00%	0
Modernising Education	1,476	-321	1,155	1,431	-321	1,110	-45	0	-45	-3.90%	-45
School Improvement & Inclusion	10,811	-7,476	3,335	10,811	-7,476	3,335	0	0	0	0.00%	0
Total Services	146,779	-57,325	89,454	146,734	-57,325	89,409	-45	0	-45	-0.05%	5
Corporate	42,974	-36,670	6,304	42,974	-36,670	6,304	0	0	0	0.00%	0
Transfer to Reserves	1,700	0	1,700	1,700	0	1,700	0	0	0	0.00%	0
Precepts & Levies	4,569	0	4,569	4,569	0	4,569	0	0	0	0.00%	0
Capital Financing	12,656	0	12,656	12,656	0	12,656	0	0	0	0.00%	0
Total Corporate	61,899	-36,670	25,229	61,899	-36,670	25,229	0	0	0	0.00%	0
Council Services & Corporate Budget	208,678	-93,995	114,683	208,633	-93,995	114,638	-45	0	-45	-0.04%	5
Schools	70,460	-7,756	62,704	70,385	-7,756	62,629	-75	0	-75	-0.12%	44
Total Council Budget	279,138	-101,751	177,387	279,018	-101,751	177,267	-120	0	-120	-0.07%	49
Housing Revenue Account	11,841	-11,912	-71	12,017	-11,940	77	176	-28	148	-208.45%	225

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Mae tudalen hwn yn fwriadol wag

Appendix 2 Medium Term Financial Plan Update 2012/13

Update to 30/09/2012

<u>Ref</u>	<u>Action</u>	<u>Status</u>	<u>Saving £'000</u>	<u>Total £'000</u>
General				
A3	Convert Essential Car Users to Casual	In progress	200	
A7	Costs of Democracy	In progress	20	
				220
Support Services Review				
C1	HR Review - Ongoing Impact of Centralisation	In progress	45	
C3	Legal services - phase 1	Achieved	70	
C4	Democratic support	Achieved	28	
C5	ICT/IM Structure	In progress	60	
C6	ICT/IM Procurement	In progress	25	
C7	Finance & Assets	Achieved	300	
				528
Service Challenges				
Leisure, Libraries & Community Development				
Da1	Leisure Services-New Booking System	Achieved	30	
Da2	Back office co-located with Youth	Achieved	30	
Da3	Transfer Town Halls to Town Councils	Achieved	80	
Da5	Remove subsidy by increasing income	In progress	120	
				260
Environmental Services				
Db2	Renegotiate recycle and disposal contracts	Achieved	510	
Db3	Service Redesign (Refuse)	Achieved	200	
Db4	Regional Waste Procurement budget	Achieved	134	
Db7	Other Reorg Savings	Achieved	20	
Db9	Fleet Efficiency	In progress	138	
Db12	Public Conveniences	Achieved	10	
Db14	WAG Waste Target Pressures	Achieved	-366	
Db15	Free School Meals Cost Pressures	Achieved	-20	
Db16	Countryside staff reduction	Achieved	50	
Db17	Tourism Service Redesign	In progress	49	
Db18	Regeneration Service Redesign	Achieved	46	
				771
Planning and Public Protection				
Dc1	Review of Regeneration	In progress	10	
EC21	Review Pest Control	Achieved	20	
EC23	Review Building Control	In progress	20	
EC24	Review of Planning Policy Service	In progress	20	
EC25	Review of CCTV service	In progress	30	
EC27	Review of Trading Standards	Achieved	50	
EC28	Licensing	Achieved	20	
				170
Highways & Infrastructure				
EC12	Passenger Transport	In Progress	35	
EC13	Parking	In Progress	70	
EC15	Development Control	In Progress	18	
	NWTRA Fees	Achieved	100	
EC16	Winter Maintenance	In Progress	65	
				288
Adult Social Services				
Df1	Cefndy Healthcare,	Achieved	43	
Df2	Closer working of Fin assessments & Benefits	Achieved	30	
Other Adult Services				
Df4	Service Restructure	Achieved	130	
Older People				
Df5	Externalise elements of Home Care	Achieved	15	
Df6	Day care - review and rationalise	Achieved	30	
Df7	Review Meals on Wheels	In Progress	64	
Df8	Impact of investment in reablement	Achieved	75	
Df9	Residential Care - Impact of Extra Care	Achieved	100	
Mental Health				
Df11	Management Changes	Achieved	19	
Df12	Partnership Efficiency Savings	Achieved	26	

		<u>Status</u>	<u>Saving £,000</u>	<u>Total £'000</u>
Adult Social Services (con'd)				
Physical Disability & Impairment				
Df13	ISIL Scheme	In Progress	18	
Df14	Reablement Intervention	Achieved	26	
Df15	Telecare	Achieved	20	
Other Adult Services				
Df16	Administration Rationalisation	Achieved	67	
Df17	Systems Thinking and Vacancy Control	In Progress	40	
Business Support & Development				
Df18	PMDF Grant - Loss of funded posts	Achieved	152	
Df19	Workforce Development Review	Achieved	20	
				875
School Improvement & Inclusion				
Dh1	Service Restructure	In Progress	100	100
Children & Family Services				
Staffing				
Dj3	Other Staff Savings	Achieved	21	
Refocus on Core Business				
Dj5	Re-shaping Supervised Contact Service	In Progress	43	
Dj8	Reduction in Independent (external) Placement Provision	Achieved	48	
Decommissioning Services				
Dj11	Voluntary Organisation Grants	Achieved	37	
	Child Trust Funds	Achieved	2	
Dj12	Parenting Programme	Achieved	82	
Dj14	Rhyl Adventure Playground	Achieved	61	
Pressures				
Dj18	In-house Fostering	Achieved	-224	
Dj20	Legislative	Achieved	-28	
				42
Housing				
	Various Small savings	Achieved	7	7
REGIONAL WORKING/COLLABORATION				
ENW1	Education Regional Board	In Progress	25	
ENW2	Social Care Regional Board	In Progress	25	
				50
OUTSOURCING				
G2	Bodelwyddan Castle	Achieved	18	
G4	ECTARC	Achieved	10	
				28
Other Cultural/Heritage activities				
H1	Pavilion Theatre	In Progress	50	
H2	Ruthin Craft Centre	Achieved	20	
H3	Llangollen Pavilion	Achieved	25	
H4	Heritage facilities	Achieved	9	
				104
Total Savings 2012/13				3,443
Summary:			£'000	%
Savings Achieved/Replaced or Pressures Confirmed			2,153	63
Savings In Progress/Being Reviewed			1,290	37
Savings Not Achieved/Deferred			0	0
Total			3,443	

Denbighshire County Council - Capital Plan 2012/13 - 2015/16

APPENDIX 3

September 2012

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		2012/13	2013/14	2014/15	2015/16
		£000s	£000s	£000s	£000s
Capital Funding:					
1	General Funding:				
	Unhypothecated Supported Borrowing	8,361	3,470	2,994	2,844
	General Capital Grant	3,251	1,931	1,931	1,931
	General Capital Receipts	768			
	Earmarked Capital Receipts	311	0	0	0
		12,691	5,401	4,925	4,775
2	Prudential Borrowing	9,015	3,734	550	0
3	Reserves and Cera	2,185	1,220	0	0
4	Specific Grants and Contributions	11,134	4,668	808	0
	Total Finance	35,025	15,023	6,283	4,775
	Total Estimated Payments	-33,312	-9,940	-1,358	-304
	Contingency	-1,713	-1,000	-1,000	-1,000
	Earmarked Contingency				
	Unallocated Reserve	0	0	0	0
	Funding available	0	4,083	3,925	3,471

Mae tudalen hwn yn fwriadol wag

Tudalen 120

Appendix 4 Major Capital Projects Update

Rhyl Harbour Development

Budget	£10.552m (inc Revenue £413k)
Funding	WG, WEFO and Sustrans grants
Expenditure to Date	£3.399m
<i>Comments</i>	<p>Rhyl Harbour Cycle & Pedestrian Bridge The detailed design is complete other than the mechanical and electrical works, which are being progressed within the capped budget provision for this item.</p> <p>The piles for the bridge's central pier are in place. The fixtures for the pontoons have been installed.</p> <p>Quayside Units, Public Square & Extended Quay Wall The Planning conditions associated with the planning consents are being satisfactorily progressed.</p> <p>The extended quay wall is under construction and the procurement of the quayside building has commenced.</p> <p>Costs The projected expenditure includes the use of some of the capital contingency allocated to the project in 2011-12.</p> <p>SUSTRANS have confirmed in writing their offer of a further contribution of £250k to the project.</p> <p>Value engineering opportunities are still being considered, however it is likely that any savings will be fairly limited.</p> <p>Programme The onsite works related to the construction of the bridge and the enabling works contract commenced on 30th July.</p> <p>The bridge is currently four weeks behind programme, due to an issue with the piling and is now scheduled to complete early June 2013.</p> <p>The enabling works contract is on programme with no issues reported. The lighting design for the bridge has been agreed and ordered.</p> <p>A temporary Harbour Masters office together with a visitor centre is now located at Rhyl Harbour, and will remain for the duration of the works.</p> <p>The finishes to the square and the building will be subject to subsequent works contracts; these are still scheduled to complete in December 2013.</p>

	<p>Publicity & Marketing</p> <p>The Welsh Government Minister responsible for Housing, Regeneration and Heritage visited the Rhyl Harbour Project in September; this was a successful visit with good press coverage.</p>
Forecast Expenditure 12/13	£5.844m

Rhyl Coastal Defence

Budget	£8.246m Phases 1 - 2
Funding	WAG Grant
Expenditure to Date	£8.152m
Comments	<p>This coastal defence scheme will reduce the flood risk to over 2000 properties and 500 businesses in West Rhyl.</p> <p>Phases 1 & 2 for works to the inner harbour and river training wall are complete.</p> <p>Phase 3</p> <p>This phase is intended to address the coastal defences from Sydenham Avenue to the Drift Park.</p> <p>A meeting has been held with the Welsh Government to discuss the scheme and funding requirements. However, this phase is at an early stage and any proposals will need to be reviewed and approved by the Strategic Investment Group and Cabinet before proceeding.</p>
Forecast Expenditure 12/13	£0.597m

Highways Programme Works

Budget	£3.650m
Funding	£3.650m Prudential Borrowing
Expenditure to Date	£1.008m
Comments	The next detailed update on the use of this funding will be provided to all Councillors in early November.
Forecast Expenditure 12/13	£3.650m

Property Acquisition & Demolitions, Rhyl Going Forward

Budget	£3.863m
Funding	£2.618m SRA Grant ; £0.915m DCC Prudential Borrowing ; £0.176m PEG; £0.154 DCC
Expenditure to Date	£3.321m
Comments	<p>Honey Club</p> <p>Conservation Area Consent has now been received from the Welsh Government providing permission for the demolition of the Honey Club. However, the Council is required to allow for an appeal period</p>

	<p>of six weeks. The CPO for the adjoining burnt out building is underway, although an objection has been received from the building's owners.</p> <p>In the meantime, the Council's development partner has engaged demolition contractors and is continuing with designs for the replacement building.</p> <p>26 - 30 Abbey Street The properties have been demolished and the area will in future form part of an urban park, included within the West Rhyl Housing Improvement Project. All works will be complete by the end of October.</p> <p>West Rhyl Housing Improvement Project The West Rhyl Housing Improvement Project aims to transform an area within West Rhyl by reducing the number of houses adapted for multiple occupation and through the creation of an urban park. The project will acquire properties around the planned new green space and work with housing associations and private developers to remodel/refurbish existing houses and also build new homes.</p> <p>A project Application form has been submitted to the Welsh Government and confirmation of approved funding is awaited.</p> <p>12, 20 & 31 Gronant Street, Rhyl 20 John Street, Rhyl</p> <p>The acquisition of these properties forms part of the West Rhyl Housing Improvement Project.</p> <p>Funding approval has been received from the Welsh Government and the acquisitions have recently taken place.</p>
Forecast Expenditure 12/13	£0.657m Note: Excludes West Rhyl Housing Project

Mae tudalen hwn yn fwriadol wag

Adroddiad i'r: Cabinet

Dyddiad y Cyfarfod: 23 Hydref 2012

Swyddog / Aelod Arwain: y Cyng. Hugh Irving

Awdur: Pennaeth Tai a Datblygu Cymunedol

Teitl: Gwerthusiad Dewisiadau – Cartrefi REEMA, Meliden

1. Am beth mae'r adroddiad yn sôn?

- 1.1 Mae'r cyngor yn berchen ar 22 o gartrefi tair ystafell wely ar Ffordd Tŷ Newydd a Rhodfa Hendre, Meliden. Maent o adeiladwaith anhraddodiadol a elwir yn gartrefi REEMA sy'n methu ar hyn o bryd â chyrraedd Safon Ansawdd Tai Cymru (SATC).
- 1.2 Mae gofyn buddsoddi'n sylweddol yn y cartrefi er mwyn iddynt gyrraedd SATC ac felly cynhaliwyd ymarfer ymgynghori a gwerthusiad dewisiadau gyda'r tenantiaid er mwyn pennu a chytuno ar ffordd ymlaen.
- 1.3 Roedd y cartrefi am gael eu hailwampio yn 2012 ar ôl yr argymhellion a gododd o adroddiad strwythurol gan Adams Consulting Engineers yn 2010. Cynhaliwyd gwerthusiad pellach o gostau buddsoddi a dewisiadau adeiladu newydd gan Savills Consulting ym mis Mawrth 2012 a ddefnyddiwyd i lywio'r ymarfer ymgynghori â'r tenantiaid. Y ddau brif ddewis a drafodwyd gyda'r tenantiaid oedd ailwampio neu ddymchwel ac adeiladu posibl o'r newydd.
- 1.4 Ystyriodd y Cabinet adroddiad ar 17 Gorffennaf 2012 a nododd mai'r dewis a ffafriwyd oedd dymchwel ac adeiladu o'r newydd a rhoddwyd awdurdod dirprwyedig i'r Pennaeth Tai a Datblygu Cymunedol ddatblygu a gweithredu polisi gosodiadau lleol. Gofynnodd y Cabinet hefyd am drafodaeth bellach gyda Llywodraeth Cymru i bennu dewisiadau cyllid posibl i gefnogi'r datblygiad adeiladu newydd.

2. Beth yw'r rheswm dros lunio'r adroddiad hwn?

- 2.1 Darparu'r polisi terfynol i'r Cabinet ar gyfer symud pobl dros dro, fel y'i lluniwyd gan y Pennaeth Gwasanaeth o dan bwerau dirprwyedig, a rhoi gwybod y diweddaraf am drafodaethau gyda Llywodraeth Cymru am ddewisiadau cyllid.
- 2.2 O ystyried yr uchod, bydd angen i'r Cabinet wneud penderfyniad ynghylch amseru'r gwaith dymchwel arfaethedig i'r cartrefi REEMA ac am y flaenoriaeth i'w rhoi i'r tenantiaid o ran eu symud dros dro.
- 2.3 Nid yw safon y llety lle mae'r tenantiaid yn byw yn dderbyniol nac yn gynaliadwy ac mae'r tenantiaid wedi'i gwneud yn glir iawn eu bod yn disgwyl i'r Cabinet wneud penderfyniad cadarn am ddyfodol eu cartrefi am eu bod yn teimlo bod eu bywydau ar hyn o bryd "wedi'u gohirio" ac am eu bod am gael eglurder a sicrwydd ynghylch cynlluniau'r dyfodol ar gyfer eu cartrefi.

3. Beth yw'r Argymhellion?

- Bod y Cyngor yn cytuno i ddymchwel y cartrefi REEMA a diogelu'r safle gan ddisgwyl ailddatblygiad
- Bod y Cyngor yn parhau gyda'i drafodaethau gyda Llywodraeth Cymru i archwilio'r posibilrwydd am gymhorthdal tai i ddatblygu Tai Cyngor a adeiladir o'r newydd ar y safle
- Bod y Cyngor yn gweithio gyda phreswylwyr sydd efallai'n dymuno dychwelyd i safle wedi'i ailddatblygu i sicrhau bod eu hanghenion yn cael eu bodloni yn rhan o unrhyw ddatblygiad newydd
- Bod y Cyngor yn nodi darpariaethau polisi Symud y Tenantiaid REEMA dros dro, sydd ynghlwm yn atodiad A

4. Manylion yr adroddiad

Mae'r cartrefi REEMA yn cynnwys adeiladwaith "Adeiladwyd yn ôl System" anhraddodiadol gyda sadiwr to gwastad. Mae gan y cartrefi werth "u" gwael iawn ac maent yn ddrud ac yn aneffeithlon i'w gwresogi. Nid ydynt yn cynnwys unrhyw ddeunydd insiwleiddio wal, mae'r waliau mewnol yn dueddol o gracio ac asglodi ac mae lloriau cyntaf crog yn ysigo mwy na lloriau cyntaf cartrefi a adeiladwyd yn draddodiadol. Mae adeilad y sadiwr to gwastad yn agored i ollyngiadau a dirywio yn sgil effeithiau tywydd garw.

Amcangyfrifir bod costau gwneud y gwaith strwythurol a darparu SATC i'r cartrefi REEMA yn amrywio o £50,855 y cartref i ddarparu atgyweiriad amlap bric i £42,264 y cartref i ddarparu byrddau insiwleiddio a rendrad o ansawdd sy'n thermol effeithlon.

Mae'r ddau ddewis hyn yn costio llawer mwy na'r costau cyfartalog am gyflawni SATC (sef rhyw £11,500 yr annedd) ac, er byddai buddsoddiad felly'n gwneud y cartrefi'n strwythurol gadarn ac yn sicrhau eu bod yn cydymffurfio â safonau modern, ni fyddai'n mynd i'r afael â'r materion dylunio ehangach. Er enghraifft, mae'r tai o chwith mewn rhai achosion, ni ddarperir unrhyw leoedd dynodedig i barcio ceir oddi ar y stryd ac mae'r graddiant yn serth iawn – mae'r pethau hyn oll yn cyfrannu at brinder galw am y math hwn o stoc (ar hyn o bryd, mae 7 o'r 22 cartref yn wag).

Dewisiadau Adeiladu o'r Newydd

Yn ogystal â gwerthuso dewisiadau ailwampio, bu Savills hefyd yn modelu nifer o ddewisiadau adeiladu o'r newydd. Defnyddiodd Savills fodel gwerthuso Proval sy'n defnyddio llifoedd arian disgowntiedig yn seiliedig ar gostau datblygu, ffioedd a llog mewn perthynas ag incwm o werthiannau a grantiau. Defnyddir y model yn gyffredin gan Awdurdodau Lleol a Landlordiaid Cymdeithasol Cofrestredig ac mae'n seiliedig ar fuddsoddi swm cyfalaf cychwynnol a chymhorthdal grant er mwyn i'r cynllun wneud synnwyr.

Roedd y dewisiadau a werthuswyd yn amrywio o ddatblygu:

- 18 o anheddau gan gyfuno cymysgedd o gartrefi 2 a 3 ystafell wely, a fyddai'n gofyn hyd at £1,323,000 o gymhorthdal; i
- gynllun 27 uned gan gyfuno amrywiaeth o fflatiau, tai 2 a 3 ystafell wely a fyddai wedi gofyn cymhorthdal o £2,553,673.

Roedd y dewisiadau a werthuswyd yn rhoi trosolwg o'r ffordd y gellid defnyddio'r safle o bosibl i gefnogi ailddatblygiad; i wneud y defnydd gorau o'r safle; ac i ddarparu'r cynnyrch gorau i'r preswylwyr.

Mae'n bwysig nodi y byddai'r dewis i adeiladu o'r newydd yn gyfle i newid dyluniad a chydbwysedd deiliadaeth y safle ac i ddatblygu portffolio eiddo cymysg. Fodd bynnag, er mwyn sicrhau bod cynllun adeiladu newydd yn gwneud synnwyr ariannol, byddai gofyn cymhorthdal ar y Cyngor gan Lywodraeth Cymru.

Llywodraeth Cymru

Mae'r tenantiaid wedi mynegi y byddai'n well ganddynt aros gyda'r Cyngor os dewisir adeiladu o'r newydd. Ar hyn o bryd, nid yw'r Cyngor yn gymwys am Grant Tai Cymdeithasol ond siaradodd Llywodraeth Cymru yn y Papur Gwyn diweddar ar Dai am gefnogi uchelgeisiau Cyngorau i adeiladu o'r newydd.

Mae hwn yn ddatganiad calonogol gan Lywodraeth Cymru a bu'r swyddogion yn trafod yn fanwl gyda swyddogion i bennu sut gellid sicrhau cymorth felly ac i archwilio posibilrwydd defnyddio'r eiddo REEMA yn gynllun peilot ar gyfer adeiladau newydd awdurdod lleol.

Yn anffodus, er uchelgais Llywodraeth Cymru yw cefnogi adeiladau newydd gan awdurdodau lleol, nid yw amseru'r prosiect hwn yn addas i'w hamserlenni cyfredol, a hynny am ei bod yn cysylltu cymorth i adeiladau newydd Awdurdod Lleol â newidiadau ehangach arfaethedig mewn cyllido Gwasanaethau Tai drwy ddatgymalu system cymhorthdal y Cyfrif Refeniw Tai (CRT). Ar hyn o bryd, ni chytunwyd ar unrhyw amserlen i ddatgymalu'r CRT a symud tuag at system "Hunangyllidol" a allai roi lle yn y Cynllun Busnes i gefnogi datblygiad o Dai Cyngor wedi'u hadeiladu o'r newydd (fel y bu gyda rhai awdurdodau yn Lloegr). Mae'r awdurdodau a gadwyd yng Nghymru yn cynnal trafodaethau gyda Llywodraeth Cymru sydd wedyn yn cael trafodaethau gyda Thrysorlys EM ynghylch y fargen y mae angen ei tharo i brynu Cymru allan o'r system (fel y digwyddodd yn Lloegr ym mis Ebrill 2012). Mae'r trafodaethau tridarn hyn yn gymhleth ac yn gynhennus ac mae'n annhebygol felly y bydd system hunangyllido'n cael ei gweithredu cyn mis Ebrill 2014 o leiaf.

Yn gryno, golyga hyn nad yw uchelgeisiau'r Cyngor i ddatblygu tai wedi'u hadeiladu o'r newydd yn debygol o gael eu datblygu yn y tymor byr ac mae'n hollbwysig dadgyplu'r cyswllt rhwng symud tenantiaid dros dro a datblygu tai a adeiladwyd o'r newydd.

Mae'r Pennaeth Tai a Datblygu Cymunedol wedi bod yn trafod gyda'r tenantiaid REEMA i roi gwybod iddynt faint o amser y gallai ei gymryd i'r tenantiaid a allai ddymuno dychwelyd i unrhyw adeilad newydd ar y safle, er mwyn i'r tenantiaid allu gwneud penderfyniad gwybodus ynghylch symud dros dro. Nid yw mwyafrif y tenantiaid (11) am symud fwy nag unwaith felly byddai oedi wrth ailddatblygu'r safle yn effeithio ar 4 tenant yn unig.

5. Sut mae'r penderfyniad yn cyfrannu at y Blaenoriaethau Corfforaethol?

Bydd y penderfyniad yn sicrhau bod y Cyngor yn buddsoddi mewn stoc sy'n gynaliadwy a'i fod yn mabwysiadu dull mwy cadarn o reoli asedau ac ymagwedd gwerth am arian. Gallai'r dewis adeiladu newydd gynhyrchu cyfleoedd cadwyn gyflenwi a llafur lleol i gefnogi adfywio a datblygiad economaidd ehangach.

6. Beth fydd yn ei gostio a sut bydd yn effeithio ar wasanaethau eraill?

Amcangyfrifir y byddai dymchwel yn costio tua £44,000 ac y byddai taliad Colli Cartref statudol o £4,700 y denantiaeth yn daladwy, yn ogystal â chostau aflonyddu ac adleoli, sef tua £500 y denantiaeth yn ôl yr amcangyfrifon. Byddai hyn yn gywerth â chostau o ryw £78,000 am y broses o symud tenantiaid dros dro a hynny'n seiliedig ar daliadau i 13 o denantiaid unigol a 2 gyd-denant, gan arwain at daliadau i 15 o aelwydydd.

Roedd y Cynllun Busnes Stoc Tai gwreiddiol dyddiedig 2005/06 yn caniatáu ar gyfer gwario £1,230k ar eiddo anhraddodiadol yn ystod 5 mlynedd gyntaf y cynllun. Hyd yma, mae rhyw £780k wedi'i dynnu i lawr i wella cartrefi Airey, gan adael £450k yn weddill yn y Cynllun Busnes.

Gellir cynnwys costau dymchwel a chostau symud tenantiaid dros dro yn y Cynllun Busnes felly. Comisiynwyd arolwg newydd o gyflwr stoc yn ddiweddar a disgwylir cyhoeddi ei ganfyddiadau yn yr ychydig wythnosau nesaf. Bydd yr wybodaeth o'r arolwg cyflwr stoc yn cael ei defnyddio i lywio ac ailbroffilio'r Cynllun Busnes Stoc Tai gan olygu bod modd felly gwneud penderfyniadau deallus am fuddsoddi a rheoli asedau wrth fynd ymlaen. Bydd swyddogion yn adolygu cyfleoedd posibl yn y cynllun busnes i gefnogi datblygiad adeiladu newydd yn rhan o'r ymarfer ailbroffilio.

7. Pa ymgynghoriadau a gynhaliwyd?

Ymgynghorwyd yn helaeth â phreswylwyr a darparwyd Cyngorwr Tenantiaid Annibynnol i'r tenantiaid i'w helpu i ystyried y dewisiadau sydd ar gael ac i wneud penderfyniad gwybodus ar eu canlyniad a ffafir.

8. Datganiad y Prif Swyddog Cyllid

Mae lle yn y Cynllun Busnes Stoc Tai i ystyried dewisiadau adnewyddu a bydd angen asesu'r achosion busnes yn fanylach ar ôl ailbroffilio'r Cynllun Busnes a chael gwell dealltwriaeth o effaith datgymalu system cymhorthdal y Cyfrif Refeniw Tai a sefydlu system Hunangyllido a allai roi'r cyfleoedd sydd eu hangen i gefnogi datblygiad Tai Cyngor a adeiladir o'r newydd ar y safle.

9. Pa risgiau sydd ac a oes unrhyw beth y gallwn ei wneud i'w lleihau?

Mae nifer o'r cartrefi REEMA yn wag ac maent yn denu fandaliaeth ac ymddygiad gwrthgymdeithasol sydd yna'n achosi straen a phryder i'r preswylwyr.

Nid yw'r cartrefi'n addas at ddiben ac oherwydd y cynnig i'w dymchwel argymhellir bod y Cyngor yn mabwysiadu agwedd finimalaidd at waith gwella wrth fodloni ei ddyletswyddau statudol mewn perthynas ag atgyweiriadau a chynnal a chadw.

Bydd y risgiau ariannol sy'n gysylltiedig â'r dewis adeiladu newydd yn cael eu hystyried yn drylwyr ar ôl trafod ymhellach gyda Llywodraeth Cymru.

10. Pŵer i wneud y Penderfyniad

Hyd yma, mae ymgynghoriad â'r Tenantiaid wedi digwydd fel yr amodir gan Adran 105 o Ddeddf Tai 1985. Wedi hynny, mae Adran 265 o Ddeddf Tai 1985 yn caniatáu dymchwel anheddau mewn perthynas â pheryglon at ddibenion Adran 5 o Ddeddf Tai 2004.

Wedi hynny, mae Rhan III o Ddeddf lawndal Tir 1973 yn amodi ar gyfer taliadau Colli Cartref (Adran 29 – 33), taliadau Aflonyddu (Adran 37 – 38) ac Ailgartrefu (39 – 43). Mae

Rheoliadau Taliadau Colli Cartref (Symiau Rhagnodedig) (Cymru) 2008/2845 yn cadarnhau mai £4,700 yw swm cyfredol y lleiafswm statudol sy'n daladwy.

Cyn mynd ati i ddymchwel, rhaid cyflwyno hysbysiad safle 28 diwrnod o gynnig i ddymchwel o dan Orchymyn Cynllunio Gwlad a Thref (Datblygu Cyffredinol a Ganiateir) 1995 (fel y'i diwygiwyd), o dan bwerau dirprwyedig gan adran Rheoli Datblygiad y Cyngor.

Mae tudalen hwn yn fwriadol wag



**GWASANAETHAU TAI
HOUSING SERVICES**

Eich cartref, eich barn, ein amcan Your home, your say, our mission

DENBIGHSHIRE COUNTY COUNCIL HOUSING SERVICES DECANT POLICY: Council Properties

DRAFT

REF:	
STAFF AFFECTED:	Community Housing Management Property Services Housing Care and Support Team
APPROVED BY:	Peter McHugh Head of Housing & Community Development
LEAD OFFICER:	Stephen Convil
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CYNGOR
Sir Ddinbych
Denbighshire
COUNTY COUNCIL

DRAFT DENBIGHSHIRE CC HOUSING DEPARTMENT DECANT POLICY: Council Properties

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1	POLICY AIM
1.1	There will be occasions where the Council must ask tenants to move from their homes either temporarily or permanently so that improvement or demolition can take place. This is known as decanting. This policy is intended to set out the general approach which the Council will take when this happens.
2	INTRODUCTION
2.1	The Department is acutely aware that the physical dwellings it owns are the 'homes' of its tenants, created by considerable emotional investment over time in buildings, neighbourhoods and communities.
2.2	Denbighshire CC Housing Department is first and foremost a landlord, and owes a primary duty of care to its existing tenants. It must keep its property in good repair. On occasion, emergencies (fire, flood) will occur or the repair work required will be so substantial that no reasonable landlord would seek to proceed with certain repairs while the tenants continue to live in the property. In these circumstances a 'decant' move is required.
2.3	The Council is legally required to have an Allocations Scheme for those wishing to become tenants and owes duties for certain homeless households
3	UNDERPINNING PRINCIPLES
3.1	The principles of Denbighshire County Council's decant policy are to:
a	<ul style="list-style-type: none"> • Consult appropriately, keep residents informed and listen and act on their concerns
b	<ul style="list-style-type: none"> • provide residents with clear choices
c	<ul style="list-style-type: none"> • fairly compensation to residents
d	<ul style="list-style-type: none"> • respond to special needs

e	<ul style="list-style-type: none"> • minimise disruption to residents
f	<ul style="list-style-type: none"> • ensure effective property management, minimising repair costs and the time properties are unused
g	<ul style="list-style-type: none"> • provide good value for the money invested
4	CONSULTATION
4.1	Where decanting has been deemed necessary, all tenants will be consulted regarding the decant programme wherever possible up to 6 months or a minimum of 28 days before the work is to be carried out.
4.2	At this stage an occupancy survey will be completed. This will record the level of <i>actual</i> occupancy, including additional household members and will enable DCC to check that tenancy records are up to date.
4.3	A record will be made of the needs and lifestyle of those required to move and all reasonable efforts will be made to ensure that decant accommodation meets the needs of the household in terms of size and level of accommodation and does not adversely affect work/care arrangements/schooling/family support etc. DCC will aim to meet the specific needs of the tenant within reason and subject to financial constraints of the contracts.
5	ASSISTANCE WITH NECESSARY MOVES
5.1	Denbighshire realises that all decants are difficult and will provide staff to help support or where required to arrange necessary moves. This may include assistance with:
a	<ul style="list-style-type: none"> • Removals
b	<ul style="list-style-type: none"> • Storage
c	<ul style="list-style-type: none"> • Disconnection and reconnection of cookers and gas fires, telephones, washing machines and television aerials
d	<ul style="list-style-type: none"> • Carpeting: uplifting, refitting and/or replacement
e	<ul style="list-style-type: none"> • Curtains and blinds - refitting and/or replacement
f	<ul style="list-style-type: none"> • Redecoration - to approximately the same standard as the old - which may mean you will not get enough to fully redecorate your new home
g	<ul style="list-style-type: none"> • School uniforms (for a change of school)
h	<ul style="list-style-type: none"> • Loss of wages incurred in the removal
i	<ul style="list-style-type: none"> • Disability adaptations for special needs
j	<ul style="list-style-type: none"> • Phone disconnection and reconnection
k	<ul style="list-style-type: none"> • Redirection of post
l	<ul style="list-style-type: none"> • Satellite or TV aerial disconnection and reconnection
m	<ul style="list-style-type: none"> • Refitting of alarms
5.2	The above assistance should cancel out the need for any disturbance payments. If a household's unique circumstances mean that other necessary expenditure is incurred, they will be assisted to make a written application to the Head of Housing for an exceptional payment. The decision of the Head of Housing will be final.
6	ESTATE BASED IMPROVEMENTS AND RENOVATIONS
6.1	Where the Department is making general improvements to individual homes on an estate, to such an extent that tenants are required to move out on a temporary

	basis, normal practice would dictate that one or more empty/void properties on the estate would be renovated first and then used, (decanted to) in rotation, to temporarily house other tenants on the estate as their properties were systematically worked on.
6.2	At the completion of the works programme, the 'decant' properties, will be returned to the normal pool of void properties from which the Housing Department meets it's legal obligations to people in the 'reasonable preference' categories on the Waiting List.
6.3	The legal principle is that the tenant retains their original property as their main and principal home, but moves temporarily to another residence for the limited duration of works.
7	DEMOLITIONS AND PERMANENT REMODELLING
7.1	Complex situations arise when it becomes necessary to demolish a property or properties.
7.2	Given the financial costs and the upheaval to tenants involved, the decision to demolish is only taken, with the greatest care, when repair is not technically possible, or the cost cannot be justified.
7.3	The essential point is that although a particular property may disappear, the landlord and tenant relationship between the Council and the tenant (and their household) remains in place. The Council should prioritise the best interests of their tenants, while balancing the needs of the community.
7.4	The Council is required to provide a replacement home of a temporary or permanent nature to its tenant(s). This means that displaced tenants will have to be given priority within the Allocations scheme, in turn displacing applicants identified as having a high priority on the Waiting List.
7.5	The Council accepts that applicants will have to wait longer as vacancies are occupied by decanted tenants for whom the Council retains a contractual obligation.
7.6	In an ideal world, each demolished property would be replaced on a like for like basis, with tenants being housed temporarily elsewhere and then move back, as in a renovation programme (above). In reality this may not always be possible.
7.7	The economic and social realities which existed at the time of the construction of the demolished properties will have changed over the intervening generations. This means that the needs of the wider community will have changed and the design of the replacement homes on the same site will invariably be different.
7.8	The legislative and financial realities will have changed also. The Authority is obliged to gain the maximum social benefit from the replacement homes and major changes through welfare reform mean that the council will need to look at a wider range of house types for future developments which meet the social and economic needs of communities.
7.9	Essentially this means that it is not guaranteed that like for like replacement will take place, with identical properties replacing the former homes. Depending on the particular site fewer properties may be built, conversely better design and build

	may produce more homes.
7.10	Invariably not all tenants can cope with a prolonged period of uncertainty and will wish to move on permanently, as soon as possible, taking advantage of enhanced priority within the Allocations Scheme for a transfer. The Council understands this and will try and offer suitable alternative accommodation on a permanent basis, within, or as near to, existing properties, as far as resources allow.
7.11	A tenant's circumstances may have changed since they moved into the property which is scheduled for demolition and may prefer to move to a more appropriate type of property, e.g. a smaller or larger property may be required. The Council will do what it can to facilitate such a move, again within the locality
7.12	In both of the above cases, if the Council offers preferable accommodation these will become the Tenants new principal, permanent residence.
7.13	If tenants wish to return to the replacement properties on the general site of their former homes, they will be facilitated to do so, within certain limitations.
7.14	If the same numbers of a particular type of property, e.g. family homes do not exist in the new development, priority for allocation will be given to households who are the best fit, at the time of allocation.
7.15	If there are unallocated replacement properties, which are requested by decanted applicants, even if their household structure would not be allocated such a property within the Council's general Allocations Scheme, this will be permitted to decanted tenants.
7.16	If there are more applicants than available replacement properties, then priority will be given during allocation to the decanted tenants who have held tenancies of the demolished properties for the longest
7.17	Reasonable discretion will be utilised by the Council's Allocations Officers to give priority to decanted tenants for other replacement properties on the site of their former homes e.g. age limits for sheltered accommodation
7.18	All reasonable steps will be taken to rehouse all decanted tenants within their general geographical areas of preference.
7.19	It should be noted that Denbighshire Housing's annual turnover of properties is limited, particularly in certain locations.
8	STATUTORY HOME LOSS PAYMENTS
8.1	A Home Loss Payment is compensation for personal upset caused if a tenant is compulsorily moved out of their home. In cases of demolition, tenants will be entitled to Home Loss Payments. This amount is currently set nationally at £4,700.
8.2	To qualify for a Home Loss Payment the tenant must have lived in the property for more than one year, as their only or main residence, at the date of the appropriate demolition order being granted.
8.3	Rent arrears may be set off against any home loss payment prior to payment (of any residue).
8.4	To qualify for a Home Loss Payment the tenant must not be subject to an eviction

	order from the courts based on breach of tenancy, or subject to an anti-social behaviour order or contract.
9	NOTICE OF SEEKING POSSESSION
9.1	DCC will always seek to reach a voluntary agreement with all tenants. However in exceptional circumstances a Notice of Seeking Possession may be served to ensure timescales and costs associated with improvement works, demolition (and/or) new build are not disrupted.
9.2	The notice does not require a tenant to leave their home immediately and is a safeguard to protect DCC's interest in cases where negotiations on re-housing fail between the authority and the tenants.
9.3	In the vast majority of cases, legal proceedings will not progress beyond the issue of Notice. Only a possession order granted by a court can end a council tenancy by this process.
10	TEMPORARY DECANT PROPERTIES
10.1	Whereas the Council will endeavour, where possible, to match the size of the permanent replacement property with the original now demolished property, the same guarantee is not given for temporary decant property.
10.2	It should be noted that the Council has a very limited turnover of vacant properties, as well as limited sources of alternative suppliers of affordable accommodation (Housing Association or private landlords).
10.3	Where alternative accommodation is offered to meet the temporary needs of a decanted household, it will be on the basis of the size of a household at the time of decant, not the size of the property decanted from.
10.4	The Council shall make a reasonable offer of decant accommodation.
10.5	There will be a right of review by an independent senior officer.
10.6	Should any tenant refuse a reasonable offer of accommodation the Council can commence legal proceedings but would only do so as a last resort.
10.7	Where a tenant is being moved to and from accommodation, on a temporary basis, the Council will undertake the removal of household goods, or cover the costs.
11	LOCAL LETTINGS POLICY
11.1	It is established good practice when new properties come on stream to employ a local lettings policy, outside the standard Allocations Scheme, to attempt to create a balanced community.
11.2	Decanted tenants, who wish to return to replacement properties, will be given a high degree of priority within any Local Lettings Policy within Denbighshire.
12	REHOUSING and the WAITING LIST
12.1	The Council is also required by law to give priority within its Allocations scheme to those in the 'reasonable priority' categories.

12.2	These include those who are statutorily homeless, in hazardous housing, or have severe medical problems.
12.3	There are circumstances, however, such as when the Council is expanding or replacing it's stock, for the long term benefit of the entire community, where it must temporarily prioritise it's obligations to it's existing tenants over other groups placing them at the front of the queue for available accommodation.
12.4	Particularly when upgrading its properties, priority for rehousing will be given to local people wishing to stay in the area. The tenure and mix of redeveloped property should reflect the principle that existing tenants who wish to stay in the area should be able to continue to do so; in accommodation that meets their needs.
12.5	Existing tenants who are displaced from their homes, shall be given priority, within the Allocations Scheme, for any suitable accommodation which becomes available within the Council's stock, unless overridden by absolute emergencies (e.g. fire, flood, explosions or life threatening medical conditions or highly disproportionate delayed hospital discharges, or other emergency situations designated by the Head of Housing.) This will mean other applicants will have to wait longer.
13	LEGAL FRAMEWORK AND GUIDANCE
13.1	Housing Act 1985 Housing Act 2004 Land Compensation Act 1973 Home Loss Payments (Prescribed Amounts) (Wales) Regulations 2008 Housing Act 1996 Homelessness Act 2002
13.2	This policy was correct at the date of issue and is has been drafted according to current legislation. Any subsequent changes in legislation or best practice will be adhered to and included in future updates. The delivery of this policy is via a series of specific procedure notes, which are maintained by the owner department.
14	EQUALITY AND DIVERSITY
14.1	This policy is designed to comply with the Council's Equalities and Diversity Policy
14.2	Denbighshire County Council is committed to treating people with dignity and respect. This applies to colleagues, residents and members, all of whom undertake not to discriminate directly or indirectly or victimise because of age, gender, gender reassignment, disability, race, colour, ethnic/national origins, religion or belief, sexual orientation.
14.3	All information/ literature will be made available in Welsh, other formats, or translated, upon request.
14.4	Front line staff will signpost customers to external advice agencies providing additional help and support with regard to equalities, ensuring full use of available resources.
14.5	This draft policy will be subject to an equalities impact assessment.
15	MONITORING AND EVALUATION

15.1	Denbighshire County Council is committed to excellent services, and learning from the experiences of our tenants and service users. Consequently monitoring and evaluation will be carried out at a number of stages:
15.2	After the planning and consultation process but before moves to 'temporary' accommodation After moves to 'temporary' accommodation After moves to permanent accommodation
15.3	We will make every effort to learn and improve at every stage in the process
16	APPENDIX 1: Meliden REEMA Properties
16.1	The purpose of this Appendix is to set out special provisions for the tenants of Denbighshire County Council's REEMA system build properties, in and around Fford Ty Newydd, Meliden, Denbighshire.
16.2	Meliden REEMA tenants will be allocated maximum Management Points (50) within the Council's Allocation current Scheme. If another allocation scheme is adopted then equivalent highest priority will be allocated.
16.3	Maximum management points will inevitably put Meliden REEMA tenants at the forefront for consideration for any Council, or Housing Association nomination, vacancies in Meliden/Prestatyn, or any other allocation area within Denbighshire. Such priority will allow those tenants who wish to make only one permanent move to do so. The crucial limiting factor will be the availability of vacancies in Meliden/Prestatyn, which is historically very low.
16.4	Tenants who wish to return to the redeveloped Meliden REEMA site will be offered reasonable decant accommodation until this is possible.
16.5	There is no statutory right to return to a site that has been redeveloped, but we will offer this as an option to the original tenants whenever it is reasonably possible to do so. This promise will be included in any local nominations agreement made with any housing association or other body which tenants wish to work with to re-develop the site.
16.6	The plans to redevelop the site will be dependent upon securing funding from Welsh Government and other partners to build new housing stock. The Council shall work with residents to develop its plans for the site and where possible will agree with residents at the time of the decant the following considerations which shall be confirmed in writing before they move out:
a	<ul style="list-style-type: none"> Whether tenants intend to return to re-developed site
b	<ul style="list-style-type: none"> Tenants rights and entitlements
16.7	If Tenants make a second move in order to return to the original site:
a	<ul style="list-style-type: none"> Home loss compensation is paid only once, and will not be paid again for the second move.
b	<ul style="list-style-type: none"> Practical Assistance will again be provided to move out of decant property similar to assistance provided to move in
16.8	Households returning to the original site will have the first choice of the properties available, subject to the type and size of property they are eligible for being on that site. This includes any low cost home ownership options for those interested in, and eligible for, this. If more than one applicant requests the same rented property,

	the Council's Allocations Manager will make the decision as to who is offered it.
16.9	There will be a deadline set, by which time affected households will have to inform the Council in writing whether or not they want to return to the original site. This deadline will be decided on progress made by contractors on finishing the redevelopment project. All affected households will be advised in writing of this deadline, and who to advise of their choice.
16.10	Those returning to the original site will be nominated or allocated to their new home at the earliest possible stage. This will be as soon as there is a numbered plot to allocate to, and certainty on the type and size of property to go on it. This early action is both to ensure the allocation is clearly on record, and to help reassure those displaced by the decommissioning of their original home.
16.11	It is expected that the nominations of people from the original site to the new scheme will be accepted by any housing association if residents wish to work with an RSL to develop the site.
16.12	It is expected that these returning households will be involved in the design and finishes of their new home, and the overall scheme, where this is possible. It is also expected that the landlord of any new scheme of any size will assist in developing the new community moving into their new property.

DRAFT

Mae tudalen hwn yn fwriadol wag

Adroddiad ar gyfer: Y Cabinet

Dyddiad y Cyfarfod: 23 Hydref 2012

Aelod Arweiniol / Swyddog: Y Cyngorydd Hugh Evans – Arweinydd y Cyngor

Gary Williams – Pennaeth Gwasanaethau Cyfreithiol a Democrataidd

Awdur yr Adroddiad: Rhys A Hughes - Swyddog Gwasanaethau Democrataidd

Teitl: Penodi Aelodau i Gyrrff Allanol

1. Beth mae'r adroddiad yn ymwneud ag o?

Mae'r adroddiad yn cynnig enwebiadau Aelodau i gynrychioli Cyngor Sir Ddinbych ar nifer o gyrrff allanol.

2. Beth yw'r rheswm am wneud yr adroddiad yma?

Mae angen penderfyniad ar ba gyrrff allanol y bydd Cyngor Sir Ddinbych yn enwebu Aelodau i wasanaethu fel cynrychiolwyr y Cyngor, a phwy fydd cynrychiolwyr enwebedig y Cyngor.

3. Beth yw'r Argymhellion?

Bod y Cabinet yn ystyried Rhestr 1 (gyrrff allanol lle'r ystyrir cynrychioliad Sir Ddinbych yn hanfodol neu'n gorfforaethol fanteisiol) a Rhestr 2 (sefydliadau eraill y gellid penodi cynrychiolwyr y Cyngor iddyn nhw), fel sydd wedi ei atodi i'r adroddiad a:

- (a) Chymeradwyo'r penodiadau a argymhellwyd ac a ddangosir yn Rhestr 1;
- (b) Pennu pa sefydliadau yn Rhestr 2 ddylai fod â chynrychioliad y Cyngor;
- (c) Penodi'r cynghorwyr perthnasol i'r sefydliadau a gymeradwywyd gan y Cabinet o Restr 2.

4. Manylion yr adroddiad

- 4.1 Cyn etholiad y Cyngor ym Mai 2012, fe gynhaliwyd ymarferiad i gynhoi rhestr gynhwysfawr o sefydliadau allanol yr oedd Aelodau wedi eu penodi iddyn nhw fel cynrychiolwyr Cyngor Sir Ddinbych. Gofynnwyd i Aelodau ddychwelyd manylion o'r holl swyddi a ddaliasent ar gyrrff allanol, ac fe gysylltwyd â'r cyrrff hyn i sefydlu manylion llawn cylch gorchwyl pob sefydliad a rôl yr Aelodau yn eu llywodraeth.

4.2 Fe anfonwyd rhestr o'r cyrff allanol yr oedd Aelodau wedi eu penodi iddyn nhw'n flaenorol at yr Arweinydd a'r Uwch Dîm Arweinyddiaeth er mwyn ymgynghori;

i) yn gofyn am gadarnhad o unrhyw gyrff perthnasol y gallai CSDd fod â diddordeb mewn penodi Aelodau i wasanaethau fel cynrychiolwyr arny'n nhw;

ii) yn ceisio sylwadau ar berthnasedd parhaus penodi Aelodau i gynrychioli CSDd ar bob un o'r cyrff a restrir.

Yna fe anfonwyd rhestr ddiwygiedig at yr aelodau drwy arweinyddion y pedwar grŵp gwleidyddol, yn gofyn am eglurhad pellach ar berthnasedd parhaus penodi aelodau fel cynrychiolwyr CSDd.

4.3 Gofynnwyd hefyd i grwpiau gwleidyddol gynnig enwebiadau i gynrychioli CSDd ar unrhyw gyrff allanol perthnasol ac mae rhestr fer o benodiadau a gymeradwyir wedi ei rhoi gerbron (yn atodol fel Atodiad 1).

4.4 Fe ddirprwyir penodiadau i sefydliadau allanol i Aelodau Arweiniol priodol yn ôl Cyfansoddiad y Cyngor, ond oherwydd nifer y penodiadau sy'n ofynnol dros ystod eang o feysydd portffolio, gofynnir i'r Cabinet gymeradwyo'r penodiadau hyn drwy benderfyniad cyfunol.

5. Sut mae'r penderfyniad yn cyfrannu tuag at y Blaenoriaethau Corfforaethol?

Mae'r penodiadau i'w gwneud i ystod o sefydliadau sydd â'u gwaith yn ategu gwaith CSDd tuag at y Blaenoriaethau Corfforaethol, yn enwedig o ran datblygu'r economi leol, gwella safonau ysgolion, gwella ffyrdd, diogelu pobl sy'n agored i niwed ac o ran darpariaeth tai o ansawdd.

6. Beth fydd hyn yn ei gostio a sut fydd o'n effeithio ar wasanaethau eraill?

Gallai Aelodau fod yn gymwys i hawlio treuliau teithio a chynhaliaeth am fynychu cyfarfodydd cyrff allanol (gweler Atodlen 2 Cynllun Lwfansau Aelodau yng Nghyfansoddiad y Cyngor i gael manylion).

Y sefydliadau sy'n codi tâl aelodaeth ydi'r Mersey Dee Alliance (£6000 y flwyddyn), Fforwm Economaidd Gogledd Cymru (£6000 y flwyddyn) ac Awdurdodau Lleol Di-niwclear (£900).

7. Pa ymgynghoriadau a gafwyd ac a gynhaliwyd Sgrinio Asesu Effaith Cydraddoldeb?

Fe ymgynghorwyd ag Arweinydd y Cyngor, yr Uwch Dîm Arweinyddiaeth ac Aelodau'r Cyngor, drwy arweinwyr y grwpiau gwleidyddol i sefydlu pa sefydliadau y dylai SCDd enwebu cynrychiolwyr ffurfiol iddyn nhw. Gofynnwyd i'r grwpiau gwleidyddol gyflwyno datganiadau o ddiddordeb gan Aelodau mewn cynrychioli'r Cyngor ar unrhyw sefydliad a restrwyd, ac fe roddodd y swyddogion sydd wedi gweithio â'r cyrff allanol gyngor ar yr Aelodau Arweiniol priodol i gymryd y swyddi.

8. Datganiad y Prif Swyddog Cyllid

Bydd angen cynnwys costau sy'n gysylltiedig â'r mater yma o fewn cyllideb gyffredinol treuliau aelodau. Dylid ystyried a ydi unrhyw ffioedd sy'n gysylltiedig ag aelodaeth sefydliad yn rhoi gwerth am arian i'r Cyngor.

9. Pa risgiau sydd yna ac a oes yna unrhyw beth y gallwn ei wneud i'w lleihau?

Mae'n bwysig fod Aelodau'r Cyngor yn ymglymedig â llywodraeth cyrff allanol priodol y mae eu gwaith â chysylltiad agos â Chyngor Sir Ddinbych neu'n effeithio ar gymunedau lleol ac felly, os na wneir y penodiadau hyn, mae yna berygl na fydd buddiannau CSDd a phreswylwyr Sir Ddinbych yn cael eu hystyried yn llawn yn eu llywodraeth. Dylai canlyniad ystyriaeth y Cabinet olygu rhestr wedi ei diweddarau a'i chymeradwyo o gynrychiolwyr CSDd ar gyrff allanol priodol.

10. Grym i wneud y Penderfyniad

Dan Ran 9 o Gyfansoddiad y Cyngor [9.1, 1. (A), (c)] mae Aelodau'r Cabinet wedi dirprwyo awdurdod i wneud penodiadau i gyrff allanol sydd â'u cylch gwaith yn llwyr o fewn portffolio'r Aelod Cabinet, ac eithrio pwyllgorau ar y cyd ag awdurdodau lleol eraill. Mae'n rhaid i Arweinydd y Cyngor wneud y penodiadau hynny.

Oherwydd nifer ac ehangder cyrff allanol sy'n gofyn am benodiadau Aelodau, mae'r adroddiad yma'n gofyn i'r Cabinet wneud penderfyniad cyfunol i benodi Aelodau i'r sefydliadau a restrir yn Atodiad 1.

Mae tudalen hwn yn fwriadol wag

CABINET: BLAENRAGLEN WAITH

20 TACHWEDD 2012	
Adroddiad Diweddariad Ariannol	Cyng Julian Thompson-Hill / Paul McGrady
Diweddariad i'r Strategaeth Cefnogi Pobl a'r Cynllun Gwariant	Cyng Bobby Feeley / Sally Ellis / Jenny Elliott
Adolygiad o'r Ddarpariaeth Addysg Seiliedig ar Ffydd	Cyng Eryl Williams / Jackie Walley
Adolygiad o Ysgolion Rhuthun	Cyng Eryl Williams / Jackie Walley
Baeddu gan Gŵn	Cyng David Smith/Graham Boase
Gofal Iechyd Cefndy: Colli cyllid DWP a symud safle o bosibl	Cyng Bobby Feeley / Phil Gilroy / Deborah Holmes-Langstone
Eitemau gan y Pwyllgorau Craffu	Y Cydlynnydd Craffu
Marine Lake, Y Rhyl: Cyfeiriad Strategol	Cyng Hugh Evans / Carol L. Evans
Diweddariad ar y Cynllun Datblygu Lleol	Cyng Hugh Evans/ Graham Boase
Diweddariad ar Ocean Plaza	Cyng Hugh Evans/Keith Bowler
18 RHAGFYR 2012	
Safonau Ansawdd Tai Cymru	Cyng Hugh Irving / Peter McHugh
Adroddiad Diweddariad Ariannol	Cyng J Thompson-Hill / Paul McGrady
Eitemau gan y Pwyllgorau Craffu	Y Cydlynnydd Craffu
Pafiliwn Corwen	Cyng Huw Jones / Jamie Groves
Cydweithrediad Priffyrdd ac Isadeiledd	Cyng David Smith / Hywyn Williams / Stuart Davies / Danielle Edwards (CBSC)
Prosiectau Glan Môr y Rhyl (gan gynnwys y Tŵr Awyr)	Cyng Hugh Evans/ Tom Booty
15 IONAWR 2013	
Adroddiad Diweddariad Ariannol	Cyng Julian Thompson-Hill / Paul McGrady
Cynigion i'r Gyllideb	Cyng Julian Thompson-Hill / Paul McGrady
Eitemau gan y Pwyllgorau Craffu	Y Cydlynnydd Craffu
19 CHWEFROR 2013	
Adroddiad Diweddariad Ariannol	Cyng Julian Thompson-Hill / Paul McGrady

Eitemau gan y Pwyllgorau Craffu	Y Cydlynnydd Craffu
19 MAWRTH 2013	
Adroddiad Diweddariad Ariannol	Cyng Julian Thompson-Hill / Paul McGrady
Eitemau gan y Pwyllgorau Craffu	Y Cydlynnydd Craffu
16 EBRILL 2013	
Adroddiad Diweddariad Ariannol	Cyng Julian Thompson-Hill / Paul McGrady
Eitemau gan y Pwyllgorau Craffu	Y Cydlynnydd Craffu
14 MAI 2013	
Adroddiad Diweddariad Ariannol	Cyng Julian Thompson-Hill / Paul McGrady
Eitemau gan y Pwyllgorau Craffu	Y Cydlynnydd Craffu

Diweddarwyd 10/10/2012 - SLW

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Deddf Llywodraeth Leol 1972.

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