

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**
DATE: **TUESDAY 21 MAY**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT: **REGIONAL COLLABORATION REVIEW**

1.00 PURPOSE OF REPORT

1.01 To provide an overview of regional collaboration in North Wales to (1) assure the Council that it is meeting its commitments under the National Compact and is acting as a positive regional partner and (2) enable the Council to make suitable arrangements to govern, review and evaluate collaborative working.

2.00 BACKGROUND

2.01 The North Wales region has a developing portfolio of collaborative projects. The majority of collaboration projects are more recent developments with their origin being regional choice or national policy direction; a minority of collaborations are legacies of local government re-organisation (1995-96).

2.02 The national policy expectations for collaboration were 'codified' by the National Compact which was co-signed by Welsh Government and Local Government in 2011. There are three implementation contracts or work programmes under the Compact: Education, Social Services and Other Services. Given that all three work programmes are well advanced it is timely to review the progress made, at both national and regional levels and to consider options for further collaborative working.

2.03 Attached to this report is a summary of all principal collaboration projects within the region where Flintshire is a partner. The summary, in tabular form, shows for each collaboration - the service or function, the lead authority, the partners, the progress status of the project, the target date for implementation, the purpose and benefits of the collaboration and the governance model.

3.00 CONSIDERATIONS

3.01 Collaboration projects range in type and scale. Some are restricted to collaboration within local government, some are cross public service and some operate at a national scale. To provide an overview of the

developing and increasingly complex 'map' of collaborative activity it is useful to understand for each collaboration:-

- its type
- its purpose and benefits
- the progress made
- the performance of the collaboration in meeting its purpose
- the governance arrangements

3.02 **Types of Collaboration:** collaboration can range in type from:-

- strategic working e.g. developing the regional economy
- cross sector whole systems reform e.g. health and social care integration, community safety, vulnerable families
- cross sector 'like for like' sharing e.g. shared building assets such as Flintshire Connects
- local government 'like for like' service integration e.g. transport, school improvement, adoption

3.03 Collaboration can range in scale and coverage from:-

- national e.g. National Procurement Service
- regional e.g. school improvement
- sub-regional e.g. Emergency Duty Team for Social Care
- local e.g. training and development with Deeside College

3.04 The origin of a collaboration can be:-

- development of an existing collaboration e.g. transport
- emerging opportunity e.g. Emergency Duty Team for Social Care
- external market management e.g. ICT procurement
- external market requirements e.g. residual waste
- strategic alignment e.g. economic development
- national direction e.g. supporting people

3.05 **Purpose and Benefits:** the purpose and benefits of each collaboration can range from:-

- improving service resilience e.g. making better use of specialist resources (an example: emergency planning)
- improving service quality e.g. higher overall performance (an example: school improvement)
- cost avoidance by working together (example: residual waste)
- achieving cost efficiencies (examples: ICT procurement, social services commissioning)

3.06 **Progress:** the progress status of collaborations can be tracked as:-

- Stage 1: concept and pre-outline business case stage
- Stage 2: post outline business case and pre business case stage
- Stage 3: in transition post final business case stage
- Stage 4: implemented and operational

3.07 **Performance:** performance of collaboration can be gauged against:-

- progress status against timescale
- management against a risk profile
- performance in achieving service standards
- performance in achieving business benefits
- quality of governance
- feedback, confidence and reputation

3.08 **Governance:** the governance model for each collaboration can vary from:-

- a statutory joint committee
- a lead authority
- a commissioning partnership
- a strategic partnership
- an informal arrangement.

3.09 Generally, the more significant and the higher risk the collaboration the more formal the governance model required. Under a governance model there can be no ambiguity around roles and responsibilities and the discharge of statutory duties.

3.10 Members will recall that at the meeting of the Corporate Resources Overview and Scrutiny Committee held on 19th January 2012 it was resolved:

“That having considered the contents and the implications of the Compact, both for Flintshire and the wider local government family and its relationship with the Welsh Government, the Committee recommends that Flintshire should be a signatory, with the following caveat:-

“That this Council’s commitment to collaborations with other local Authorities and public bodies be reaffirmed, wherein this can either provide existing services more efficiently and/or provide better services at no additional cost, as long as a business case is provided and local sovereignty is protected through appropriate levels of democratic input and scrutiny.”

- 3.11 Following this resolution the Council has introduced a protocol where:-
- for any newly proposed principal collaboration the outline business case is reported to both Cabinet and the respective Overview and Scrutiny Committee for consideration
 - for any principal collaboration already under development the final business case is reported to both Cabinet and the respective Overview and Scrutiny Committee for review
 - for any adopted and implemented principal collaboration a way of reporting and evaluating performance is set as part of the regional and local governance arrangements (e.g. an annual report or reporting within the quarterly performance reports). Prior to any major service changes detailed information will be given to local members on the service changes, contact personnel and the arrangements for enquiry, complaint and performance review
- 3.12 The Corporate Resources Overview and Scrutiny Committee and the Audit Committee will be invited to review governance and performance reporting arrangements for principal collaborations.
- 3.13 For statutory partnerships which have a certain annual turnover separate annual accounts are required. This already applies to TAITH and Residual Waste and will apply to the School Improvement Service.
- 3.14 More recent developments to improve the development of business cases for new collaborations to assist evidenced based, informed and reliable decision-making by Flintshire have been (1) a decision-making test at the stage of final business case that the case made is in the best interests of Flintshire (as advised by the Auditor General for Wales) and (2) the lead authority for each collaboration completing an advisory audit of a business case at key stages of project adoption.
- 3.15 The progress and achievement of the Compact is being reviewed at a national level. The North Wales region is making a full contribution to the review. As can be seen from the attached summary Flintshire is the lead for a number of collaborations and is an active partner in all principal collaboration projects. North Wales has a strong reputation for being a cohesive and progressive region; Flintshire has a strong reputation as a leading authority in collaboration both in attitude and in delivery.
- 3.16 The next phase of collaboration is likely, by collective agreement, to concentrate on major systems reform in key services to improve quality and control cost such as joint effective working between primary and acute health and adult social care. Following the national review of the Compact there will be further national, regional and local debate on options for future collaboration alongside Welsh Government policy and budget choices for the medium term under the

Programme for Government.

4.00 RECOMMENDATIONS

4.01 Cabinet is invited to:-

1. note the progress made by North Wales as a progressive region and by Flintshire as a progressive Council;
2. review the summary of collaboration to be assured that the Council is meeting its commitments under the National Compact;
3. invite the Corporate Resources and Overview and Scrutiny Committee and Audit Committee to review governance and reporting arrangements for collaborations, both adopted and in transition, to meet the needs of the Council; and
4. position Flintshire as an active contributor in the review of the National Compact and in debating options for future collaboration.

5.00 FINANCIAL IMPLICATIONS

5.01 None directly from this report noting that collaborative projects have investment costs and financial risks as well as financial benefits.

6.00 ANTI POVERTY IMPACT

6.01 None directly.

7.00 ENVIRONMENTAL IMPACT

7.01 None directly.

8.00 EQUALITIES IMPACT

8.01 None directly.

9.00 PERSONNEL IMPLICATIONS

9.01 None directly from this report noting that the more significant collaborative projects can have implications for the workforce both positive (e.g. career development) and negative (e.g. reductions in numbers).

10.00 CONSULTATION REQUIRED

10.01 None directly.

11.00 CONSULTATION UNDERTAKEN

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11.01 None directly.

12.00 APPENDICES

12.01 Appendix 1: Summary of principal regional collaborative activity

Contact Officer: Sharron Jones, Executive Manager

Telephone: 01352 702107

Email: sharron.jones@flintshire.gov.uk

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Collaborative Projects – Position Statement - May 2013

No	Title/Purpose and Brief Description	Lead Authority	Partners	Status/Progress	Implementation or target date	Purpose	Governance Model
IMPLEMENTED COLLABORATION PROJECTS							
COMMUNITY SERVICES							
1	North Wales Commissioning Hub A joint service across North Wales that negotiates complex care placements for adults and children	Denbighshire	All 6 NW Local Authorities BCUHB	4	October 2012	<ul style="list-style-type: none"> Resilience Quality Efficiencies Cost avoidance 	<ul style="list-style-type: none"> Management Board NWSSIC Social Services and Health Programme Board RLB
2	North East Wales Community Equipment Stores (NEWCES) A joint service providing community equipment for health patients and local authority service users	Flintshire	Flintshire Wrexham BCUHB	4	Existing (confirm date of implementation)	<ul style="list-style-type: none"> Resilience Quality Efficiencies 	<ul style="list-style-type: none"> Quarterly Management Board Reports to Individual Agency / LA Political Processes as required.
3	North Wales Adoption Service A joint service across North Wales providing	Wrexham	All 6 NW Local Authorities	4	April 2010	<ul style="list-style-type: none"> Resilience Quality Efficiencies 	<ul style="list-style-type: none"> Quarterly Management Board meetings Reports to North

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	Gwynedd	All 6 NW Local Authorities	4	April 2013	Quality Efficiencies Direction	Local performance reporting in year
6	Enhanced Unpaid Work <i>Utilisation of a Third Sector agency to provide support to young people; collaborate regionally and deliver locally.</i>					
7	Sub Regional Safeguarding Children's Board <i>Sub-Regional Governance overseeing Children's Safeguarding</i>	Flintshire Wrexham	4	2011	Resilience Quality Efficiencies	Reports to NWSSIC Reports to LA pilot process as required
8	Substance Misuse and Health <i>Multi-agency partnership overseeing substance misuse services in the region</i>	Health Authority	4	2009	Quality Efficiencies Direction	YOT Management Board Community Safety Partnerships Area Planning Boards
9	Telecare <i>Multi-agency partnership overseeing telecare services in the region</i>	Conwy Denbighshire Flintshire Gwynedd Ynys Mon	4	2011	Resilience Quality Efficiencies	Local performance reporting in year

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10	Integrated Family Support Service (IFSS) <i>Joint operational service providing specialist services to families with complex needs</i>	Flintshire	Wrexham Flintshire	4	April 2013	<ul style="list-style-type: none"> Resilience Quality Efficiencies 	<ul style="list-style-type: none"> Local performance reporting
ENVIRONMENT							
11	Flood Risk Management Strategy <i>Joint development of strategy utilising model developed by Conwy</i>	Conwy	Flintshire Ynys Mon	4	2013	<ul style="list-style-type: none"> Resilience Quality Direction 	<ul style="list-style-type: none"> Local performance reporting
12	TAITH <i>Joint project board delivering substantial and significant improvements to public transport across the region</i>	Flintshire	All 6 NW Local Authorities	4	2003	<ul style="list-style-type: none"> Resilience Quality Direction 	<ul style="list-style-type: none"> Regional Programme Board North Wales Strategic Directors Meetings
13	Public Protection <i>Operational delivery through shared officers</i>	Flintshire	Flintshire Wrexham	4	Review to be undertaken 2013/14	<ul style="list-style-type: none"> Resilience Quality Efficiencies 	<ul style="list-style-type: none"> Local Performance Reporting
14	Specialist Planning (Minerals and Waste) <i>Provision of a resilient</i>	Flintshire	All 6 NW Local Authorities	4	April 2011	<ul style="list-style-type: none"> Resilience Quality 	<ul style="list-style-type: none"> Local Performance Reporting



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	<i>staffing resource to deal with all relevant planning applications, policy development and site monitoring</i>								
LIFELONG LEARNING									
15	21st Century Schools Procurement Framework for 21st Century Schools projects in North Wales	Flintshire & Denbighshire	All 6 NW Local Authorities	4	January 2013	<ul style="list-style-type: none"> Resilience Quality Efficiencies Cost avoidance 	<ul style="list-style-type: none"> Formal project management arrangements in place Programme Board 		
16	Regional School Improvement & Effectiveness Service <i>Development of a combined School Improvement Service for resilience across the region</i>	Gwynedd	All 6 NW Local Authorities	4	April 2013	<ul style="list-style-type: none"> Resilience Quality Efficiencies Direction 	<ul style="list-style-type: none"> Joint Committee & User groups 		
17	ICT – Education Management Information Service (MIS) <i>Procurement & Hosting – procurement of common education</i>	Flintshire	All 6 NW Local Authorities	4	September 2012	<ul style="list-style-type: none"> Resilience Efficiencies 	<ul style="list-style-type: none"> Formal project management arrangements in place North Wales Heads of ICT Forum – 		

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	<i>management information system for all North Wales Councils with full hosting provided by Flintshire</i>								<ul style="list-style-type: none"> Monthly Meetings NW Education Consortium
18	Schools Library Service <i>Jointly funded service to schools and colleges providing books and other resources in NE Wales</i>	Flintshire	Flintshire Wrexham Denbighshire Conwy	4	January 2011	<ul style="list-style-type: none"> Resilience Quality Efficiencies Cost avoidance 	<ul style="list-style-type: none"> SLS Management Board – meets termly 		
19	Inclusion Collaborations <i>Aim to develop collaborative working in specialist services (see Joint Sensory Service (item 43)) for additional resilience and efficiency</i>	Flintshire	All 6 NW Local Authorities	4	Sep 2012	<ul style="list-style-type: none"> Resilience Quality Efficiencies Cost avoidance 	<ul style="list-style-type: none"> NW Education Consortium Formal project management arrangements in place Formal project management arrangements in place 		
20	North East Wales (NEW) Play <i>Regional scheme to encourage play in local</i>	Flintshire	Flintshire Wrexham Denbighshire	4	May 2010	<ul style="list-style-type: none"> Quality 	<ul style="list-style-type: none"> NEW Play Management Board 		



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	<i>communities and leave a legacy of play across the region</i>								
CORPORATE SERVICES									
21	Corporate Training <i>Provision of an enhanced training programme and shared resources</i>	Flintshire	Flintshire Deeside College	4	March 2012	<ul style="list-style-type: none"> Resilience Quality Efficiencies 	<ul style="list-style-type: none"> Local performance reporting in year Partnership Board 		
22	Managed Agency Staff Solution Project (MATRIX) <i>Provision of a cost effective service whilst providing visibility of the temporary workforce.</i>	Flintshire	Flintshire Denbighshire Wrexham	4	October 2011	<ul style="list-style-type: none"> Resilience Quality Efficiencies Cost avoidance 	<ul style="list-style-type: none"> Local performance reporting in year Project Board 		
23	Occupational Health <i>Combined service provision across both authorities</i>	Flintshire	Flintshire Wrexham	4	September 2011	<ul style="list-style-type: none"> Resilience Quality Efficiencies 	<ul style="list-style-type: none"> Local performance reporting in year Partnership board 		

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24	ICT – Joint Procurement Web Content Management System	Denbighshire	Flintshire Denbighshire Gwynedd	4	Procurement Complete, Flintshire implementation September, 2013	<ul style="list-style-type: none"> • Efficiencies 	<ul style="list-style-type: none"> • Formal project management arrangements in place • North Wales Heads of ICT Forum – Monthly mtgs
25	ICT – Joint Procurement Hardware	Wrexham	All 6 NW Local Authorities	4	December 2012	<ul style="list-style-type: none"> • Efficiencies 	<ul style="list-style-type: none"> • North Wales Heads of ICT Forum – Monthly Meetings – contract monitoring
26	ICT - Joint Procurement Service Desk Software	Gwynedd	Flintshire Gwynedd Wrexham	4	Procurement Complete, Flintshire implementation July, 2013	<ul style="list-style-type: none"> • Efficiencies • Resilience 	<ul style="list-style-type: none"> • Formal project management arrangements in place • North Wales Heads of ICT Forum – Monthly Meetings

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27	ICT – Disaster Recovery Shared ICT business continuity arrangements	Flintshire	All 6 NW Local Authorities	4	March 2013	<ul style="list-style-type: none"> Resilience Efficiencies 	<ul style="list-style-type: none"> Formal project management arrangements in place North Wales Heads of ICT Forum – Monthly Mtgs
CURRENT COLLABORATION PROJECTS							
COMMUNITY SERVICES							
28	Regional Safeguarding Children's Board North Wales Safeguarding Childrens Board required by Welsh Government Guidance	Conwy	All 6 NW Local Authorities	2/3	2013/2014	<ul style="list-style-type: none"> Resilience Quality Efficiencies 	<ul style="list-style-type: none"> Reports to NWSSIC Reports to LAs political processes as required.
29	Eco energy efficiency work Through the joint ECO procurement exercise, Wrexham, Flintshire, Denbighshire and Conwy Council's are tendering to set up a framework for Energy Company Obligation works.	Wrexham	Flintshire Denbighshire Conwy Registered Social Landlord's	2	September 2013	<ul style="list-style-type: none"> Efficiencies Cost avoidance 	<ul style="list-style-type: none"> tbd



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30	Single Access Route to Housing (SARTH) <i>Regional housing register and allocations policy</i>	Denbighshire	Flintshire Conwy Registered Social Landlord's	2	Pilot April 2014	<ul style="list-style-type: none"> Quality Efficiency 	<ul style="list-style-type: none"> Steering group with all partners represented plus number of operational sub groups
ENVIRONMENT							
31	Mersey Dee Alliance (City Region Bid) <i>Deliver the first cross border City Region</i>	Cheshire West	Flintshire Denbighshire Wrexham Wirral Cheshire West	4	2013/14	<ul style="list-style-type: none"> Resilience Quality Direction Efficiencies 	<ul style="list-style-type: none"> Project Board Ad-hoc reporting
32	Built and Nature Conservation <i>Provide a collaborative service based on the Minerals and Waste Planning Service model</i>	Flintshire	All 6 NW Local Authorities	1	2014	<ul style="list-style-type: none"> Resilience Quality Efficiencies 	<ul style="list-style-type: none"> Local performance reporting
33	Civil Parking Enforcement <i>Deliver the network management strategy as set out in the Regional Transport Plan</i>	Flintshire	All 6 NW Local Authorities	2	2014	<ul style="list-style-type: none"> Resilience Quality Efficiencies 	<ul style="list-style-type: none"> Local performance reporting
34	Consultancy Services <i>Make most efficient use of the skills base and capacity of the service</i>	Gwynedd/Denbighs hire	All 6 NW Local Authorities	1	2014	<ul style="list-style-type: none"> Resilience Quality Efficiencies 	<ul style="list-style-type: none"> Local Performance reporting

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35	Economic Development <i>Explore collaborative possibilities across the region to deliver a more cost effective, resilient and strategic approach to Economic Development</i>	Gwynedd Flintshire Ynys Mon	All 6 NW Local Authorities	1	2014	<ul style="list-style-type: none"> • Resilience • Quality • Direction • Efficiencies • Cost avoidance 	<ul style="list-style-type: none"> • Economic Ambition Board
36	Fleet Services <i>Deliver fleet use maximisation and reduction in fleet vehicles</i>	Flintshire/Wrexham	Flintshire Wrexham	1	2014	<ul style="list-style-type: none"> • Resilience • Quality • Efficiencies • Cost avoidance 	<ul style="list-style-type: none"> • Project Board • Ad-hoc reporting • Local Performance reporting
37	Food Waste <i>Provide a sub-regional food waste treatment facility to enable WG waste management targets to be met</i>	Denbighshire	Conwy Denbighshire Flintshire	3	2014	<ul style="list-style-type: none"> • Resilience • Quality • Direction • Efficiencies 	<ul style="list-style-type: none"> • Project Board • Ad-hoc reporting • Local performance reporting

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38	Residual Waste Seeking a solution to manage residual waste on behalf of the five partner authorities to allow individual authorities to meet WG waste management targets	Flintshire	Conwy Denbighshire Flintshire Gwynedd Ynys Mon	2	2017	<ul style="list-style-type: none"> Resilience Quality Efficiencies Cost avoidance Direction 	<ul style="list-style-type: none"> Project Board Local performance reporting
39	Trunk Road Maintenance Sub-regional service delivery hub	Flintshire	Conwy Denbighshire Wrexham	1	2014	<ul style="list-style-type: none"> Resilience Quality Efficiencies 	<ul style="list-style-type: none"> Local Performance reporting
40	Public Protection (Compact) Deliver a regional Trading Standards service	Wrexham	All 6 NW Local Authorities	1	2014	<ul style="list-style-type: none"> Resilience Quality Direction Efficiencies 	<ul style="list-style-type: none"> Project Board Ad-hoc reporting
41	Public Protection Various joint projects including: Joint warranting arrangements; joint training delivery in Health and Safety; Enforcement	Flintshire	Flintshire Wrexham	1	2013	<ul style="list-style-type: none"> Resilience Quality Efficiencies 	<ul style="list-style-type: none"> Local performance reporting

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	<i>on door step crime; joint Health and Safety Estates Excellence; project support to businesses</i>								
LIFELONG LEARNING									
42	Joint Educational Psychology <i>To develop collaborative working in this specialist service for additional resilience and efficiency</i>	Flintshire	Flintshire Wrexham	2	2014		<ul style="list-style-type: none"> • Resilience • Quality • Efficiencies • Cost avoidance 	<ul style="list-style-type: none"> • NW Education Consortium • Formal project management arrangements in place • Formal project management arrangements 	
43	Joint Sensory Impairment <i>To develop collaborative working in this specialist service for additional resilience and efficiency</i>	Flintshire	Flintshire Wrexham Denbighshire	2	2014		<ul style="list-style-type: none"> • Resilience • Quality • Efficiencies • Cost avoidance 	<ul style="list-style-type: none"> • NW Education Consortium • Formal project management arrangements in place • Formal project management arrangements in place 	



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CORPORATE SERVICES						
	Flintshire	All 6 NW Local Authorities	3	December 2013	Resilience • Quality • Direction	<ul style="list-style-type: none"> • Annual regional report on performance of regional service • Local performance reporting in year • Ad hoc reporting as required e.g. major risk mitigation, post event de-briefings
44	Emergency Planning <i>An integrated service for planning, preventing and responding to emergencies</i>					
45	ICT – National ICT Strategy <i>The implementation of the Welsh Public Sector National ICT Strategy to share, standardise and streamline public sector ICT infrastructure</i>	Welsh Public Sector	1	On-going	<ul style="list-style-type: none"> • Compact • Efficiencies • Resilience 	<ul style="list-style-type: none"> • Welsh Public Sector CIO Council • WG Public Sector Leadership Group
46	ICT – Regional Directory <i>Shared ICT user directory across the North Wales public sector to allow agile working and remote</i>	All 6 NW Local Authorities BCUHB NW Fire and Rescue	2	September, 2013	<ul style="list-style-type: none"> • Resilience 	<ul style="list-style-type: none"> • Formal project management arrangements in place • North Wales

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			Services				Heads of ICT Forum – Monthly Meetings
47	access to local systems e.g. a health employee can securely log on to their own systems from a local authority site	Society of Welsh Pension Fund Treasurers	All 8 Welsh Pension Fund Authorities	1	2015		<ul style="list-style-type: none"> Local performance reporting in year
48	Local Government Pension Fund Explore the collaborative opportunities across the eight Funds in Wales.	Wrexham	All 6 NW Local Authorities	2	2015		<ul style="list-style-type: none"> Resilience Quality Efficiencies
49	Procurement The establishment of the Welsh Public Sector National Procurement Service	Welsh Government	Welsh Public Sector	2	November, 2013		<ul style="list-style-type: none"> WG Public Sector Leadership Group

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50	Procurement <i>Regional collaboration on procurement category management</i>	Gwynedd	Flintshire Denbighshire Gwynedd	2	April, 2014	<ul style="list-style-type: none"> • Efficiencies • Resilience 	<ul style="list-style-type: none"> • North Wales Chief Executives Group
NEW/“ASPIRATIONAL” COLLABORATION PROJECTS UNDER DISCUSSION							
51	CyMal <i>Provision of shared archive services across North Wales</i>	Options Appraisal Stage	North Wales			<ul style="list-style-type: none"> • Direction 	<ul style="list-style-type: none"> • tbc

KEY

Status:

- 1: Concept and pre-outline business case stage
2. post outline business case and pre final business case stage
3. in transition post final business case stage
4. implemented and operational

Purpose:

- Resilience
- Quality
- Efficiencies
- Cost-avoidance
- Direction (i.e WG under the Compact)