



**Asiant Cefnffyrdd Gogledd a Chanolbarth Cymru**  
**North & Mid Wales Trunk Road Agent**

## **Joint Committee Report**

**17<sup>th</sup> May 2021**



Yn gweithio ar ran  
**Llywodraeth Cymru**  
Working on behalf of the  
**Welsh Government**

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**1 Introduction**

- 1.1 This report provides information on the topics, which come under the particular terms of reference of the Joint Committee. The reporting period is for the 2020/21 financial year.

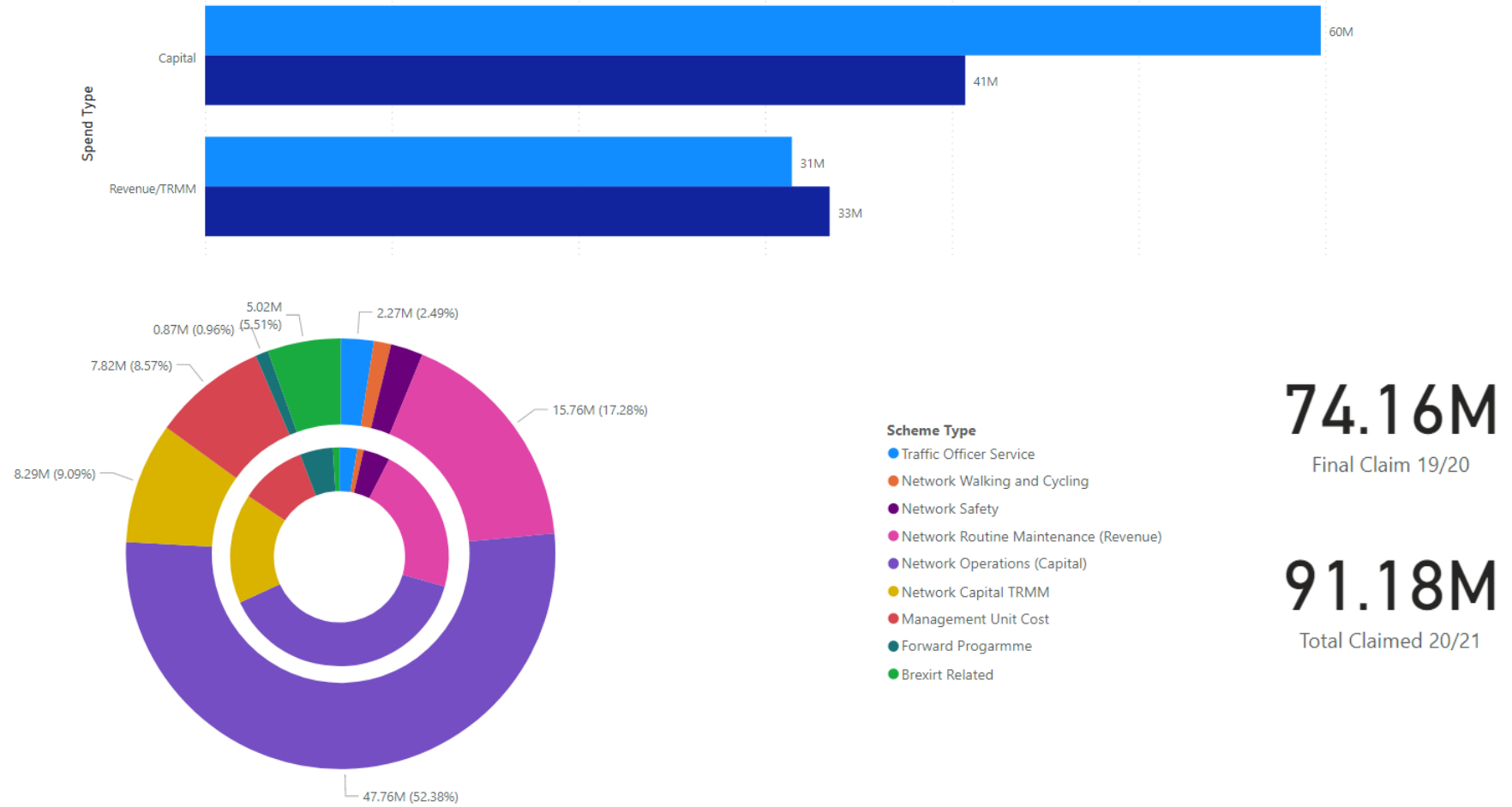
**2 Work Allocation to Local Authority Service Provider Units**

- 2.1 Work continued to be allocated to all Partner Authorities (PA) across the main functional areas of the Agency for Consultancy Services and Works in accordance with the NMWTRA Service Delivery Agreements (SDA's). Despite lock down measures being implemented during March 2020, all PA's achieved a full programme of delivery. Delivery has also been maintained throughout the extended lockdown period into 2020/21 including tier 4 restrictions from January 2021 with full delivery of the cyclic maintenance programme and all necessary reactive maintenance including winter maintenance, which is a real credit to the PA service Providers and has been fully recognised by Welsh Ministers.

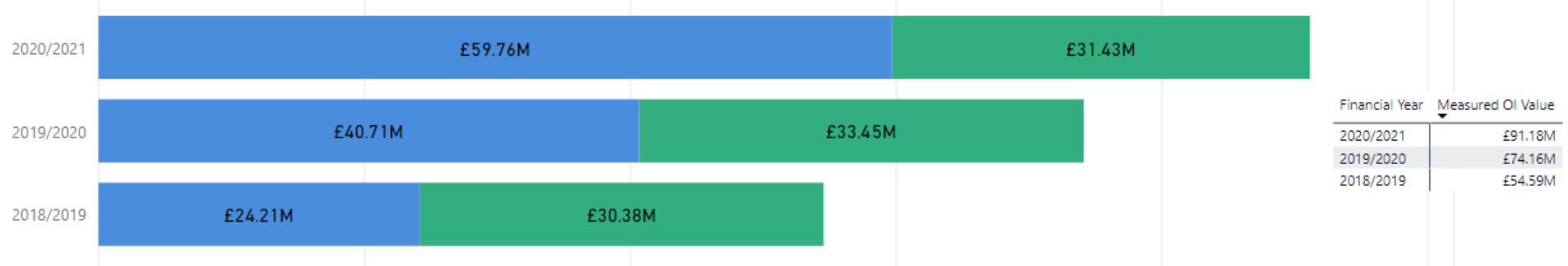
Capital delivery has also been maintained through the NMWTRA PA Consultancies and Consultancy, Surfacing and Contractor Frameworks with a significant programme of works undertaken during lockdown period in order to take advantage of the significantly reduced traffic volumes and maintain the viability of the NMWTRA supply chain.

- 2.2 Financial status and forecasting for all main expenditure areas is provided in the following figures:

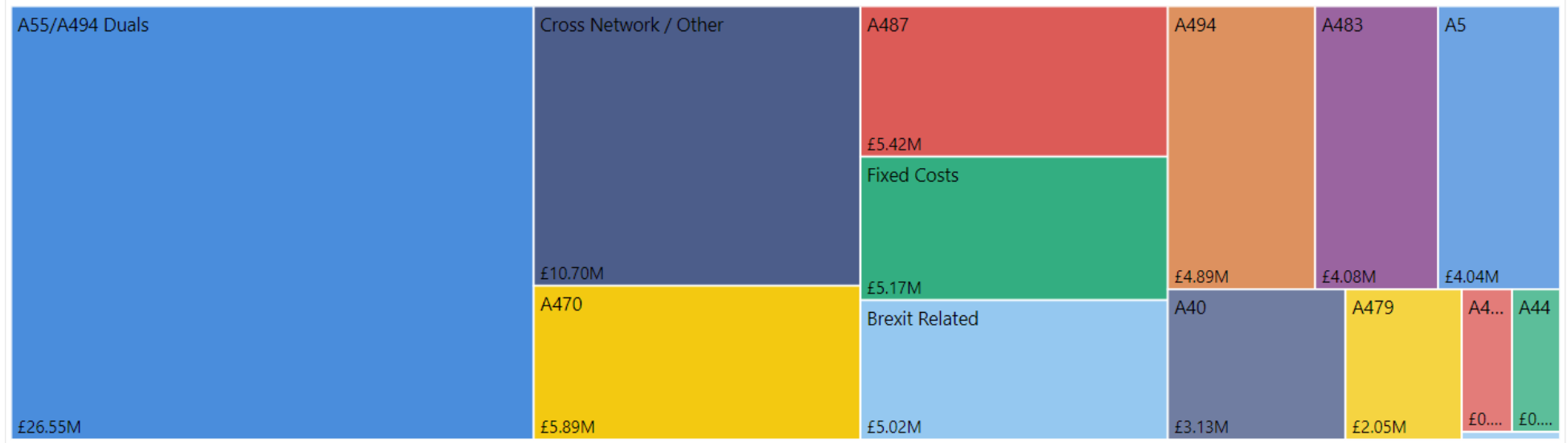
**Figure 1**  
**NMWTRA Final Claim Costs 2019/20 v 2020/21**



**Figure 2**  
**NMWTRA Final Claim Costs 2018/19, 2019/20, 2020/21**



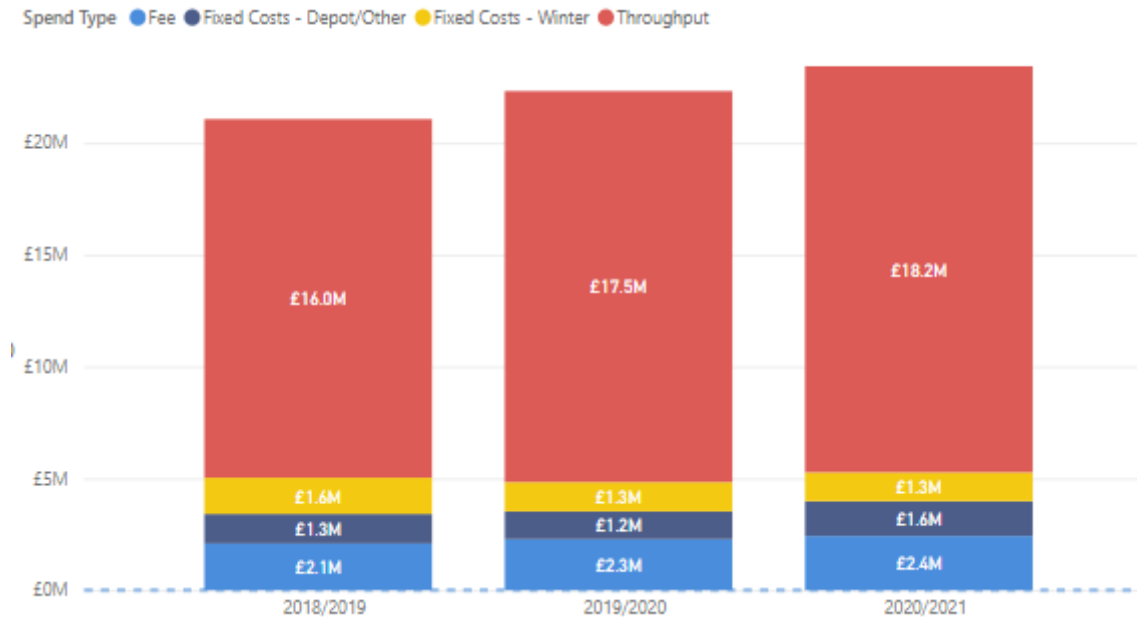
**NMWTRA Expenditure 2020/21 by Route**



*Cross Network/Other: includes Energy / Inspection / Asset Management / All Cat 1 Spend*

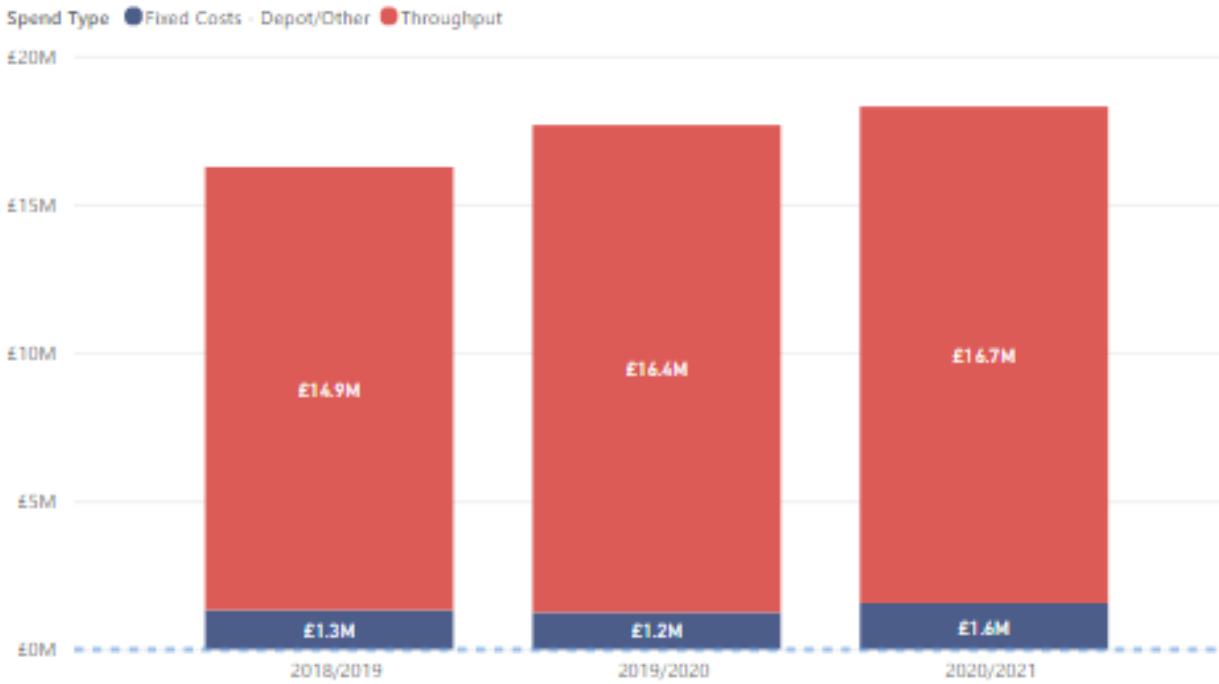
**Figure 3**

**All PA Works Unit Combined Costs – Expenditure for 2018/19, 2019/20 and 2020/21**

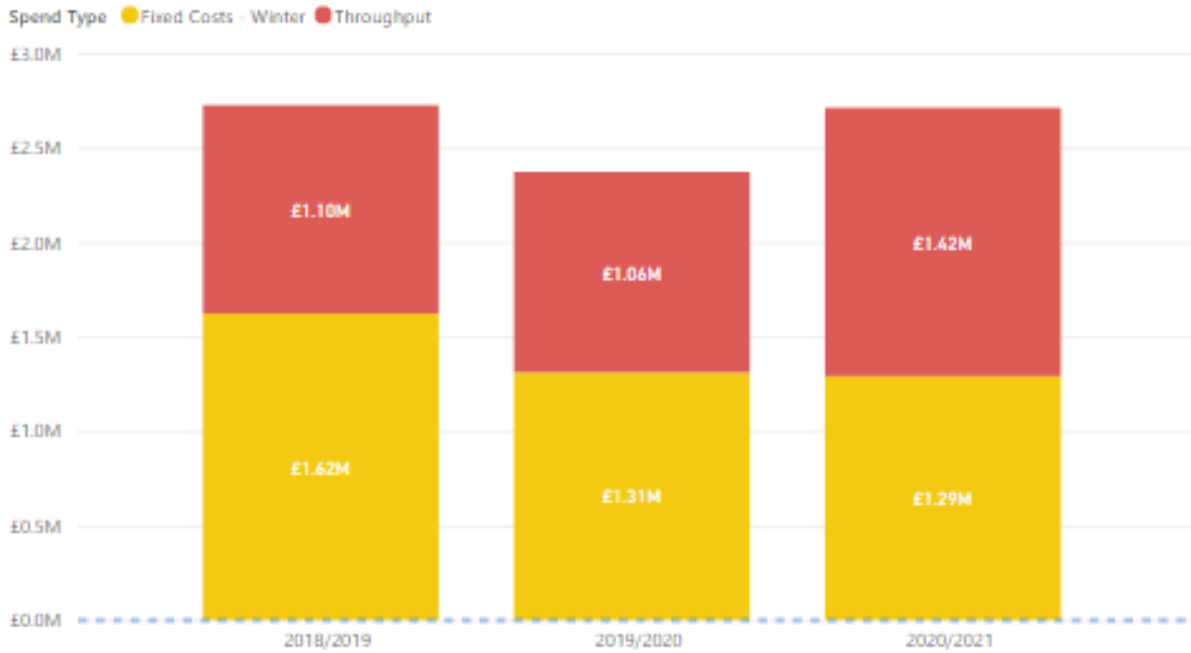


**Figure 4**

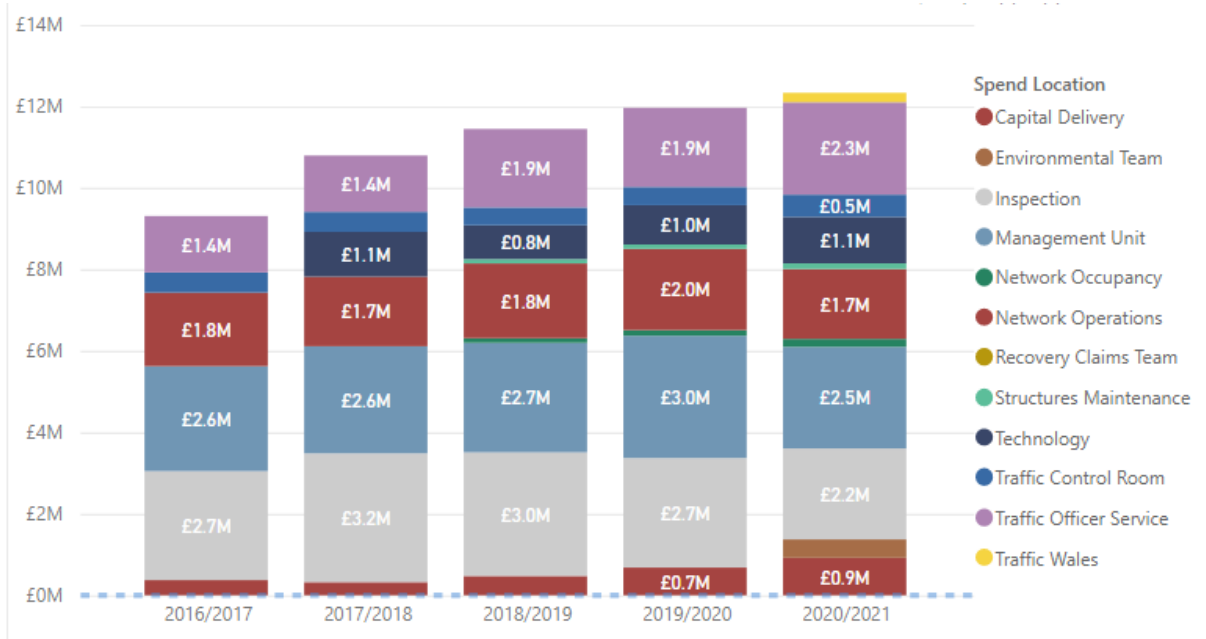
**PA Works Unit Costs Excluding Winter and Fee - Expenditure for 2018/19, 2019/20 and 2020/21**



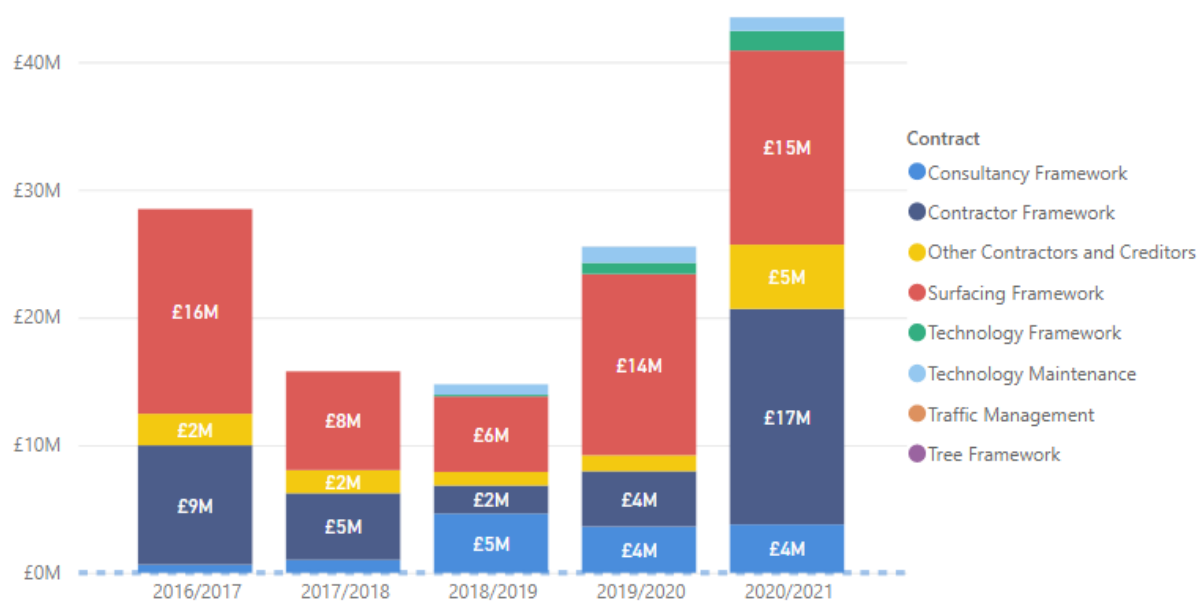
**Figure 5**  
**Winter Service - Expenditure 2018/19, 2019/20 and 2020/21**



**Figure 6**  
**NMWTRA Direct Costs by Function 2016/17 to 2020/21**



**Figure 7**  
**Capital Expenditure by Type for Framework and Other Contractors (excludes PA's) 2016/17 to 2020/21**



Contract	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Consultancy Framework	£634,950.23	£995,806.00	£4,625,984.64	£3,616,230.46	£3,775,579.57
Contractor Framework	£9,337,020.56	£5,082,434.74	£2,201,447.05	£4,331,100.31	£16,884,978.38
Other Contractors and Creditors	£2,471,760.80	£1,782,406.07	£1,056,731.42	£1,245,096.35	£5,021,156.79
Surfacing Framework	£16,028,888.82	£7,727,863.61	£5,907,568.38	£14,189,122.80	£15,203,390.35
Technology Framework			£134,978.31	£881,551.10	£1,538,076.35
Technology Maintenance			£816,966.93	£1,255,360.17	£1,056,632.54
Traffic Management				£7,687.68	£1,360.00
Tree Framework					£3,341.39
<b>Total</b>	<b>£28,472,620.41</b>	<b>£15,588,510.42</b>	<b>£14,743,676.73</b>	<b>£25,526,148.87</b>	<b>£43,484,515.37</b>



### **3. Partnership Arrangements**

3.1 The partnership has continued to work well with good levels of collaboration and performance in particular in meeting the challenges presented by Covid-19 lock down measures. Full delivery was achieved for 2020/21. PA's were able to adapt to new Covid related legislation through modifying working practices and risk assessments in order to protect their workforce and maintain delivery.

### **3.3 Service Delivery Agreement (SDA) Implementation**

The SDA continues to provide the basis for assessing PA performance and compliance against defined performance criteria in order to implement the WGTRMM requirements. PA's are generally continuing to achieve good levels of compliance in most areas.

### **3.4 The Partnership Risk Register**

This has been reviewed and updated to identify risks to the NMWTRA Partnership and to demonstrate that on-going actions are being implemented in order to manage and mitigate risks wherever possible. The Partnership Risk Register is attached as Appendix A. NMWTRA has implemented a number of risk mitigation measures in response to Covid 19 including home working for most of its office based staff and single vehicle manning for operational staff.

## **4. Welsh Government Traffic Wales Service (TWS)**

4.1 The Traffic Wales Service (TW) covers the whole of Wales reporting on both Trunk Road Agent areas (NMWTRA and SWTRA). TW has provided a highly effective communications service during the Covid 19 lock down period informing the public of travel restrictions and safety messages.

4.2 Data illustrating the service delivery performance and coverage is included in Appendix B this shows continued growth and improved effectiveness of the service.

## **5. Welsh Government Traffic Officer Service (TOS)**

5.1 The Traffic Officer Service continues to provide enhanced resilience to the A55/A494 and A483 dual carriageway corridors with typically more than 10,000 incidents being dealt with annually. Service levels have been maintained during Covid lockdown despite some staff shortages associated with shielding requirements. The Service has continued to adapt working practices in a dual-vehicle working operational arrangement to manage unplanned and planned events. The number of incidents has reduced during Covid restrictions linked to significant reduction in traffic volumes. Traffic volumes have now risen following removal of restrictions and a return to previous incident levels is now being experienced. The TO service has also been

expanded, running a remote recruitment campaign for appointment of four additional TO's, a total of thirty-two. This will improve levels of service delivery, reduce reliance on external temporary TO staff and enhance resilience, thereby placing the Service in a strong position to manage the anticipated increase in traffic on our network from 'staycations'.

Summary performance data for the service is included in Appendix C.

**6. Department's Representative to the Welsh Government's A55 Design Build Finance and Operate (DBFO) Contract**

NMWTRA continues to provide this service to Welsh Government using in house staff resources. The DBFO contract between Welsh Government and UK Highways Ltd applies until December 2028. NMWTRA are now assisting with the complex handback process that needs to be concluded prior to the end of contract at which point operational and maintenance responsibilities will pass to WG and NMWTRA.

**7. Satisfying WG Requirements with regard to the Agency Agreement**

The Trunk Road Management Unit (TRMU) is responsible for ensuring that WG requirements as specified in the Agency Agreement (WGMAA) are satisfied. No issues regarding delivery of WGMAA requirements have been raised by WG in the reporting period with very positive comments being received from WG and Ministers regarding the way NMWTRA and its local authority partners have risen to the challenges presented by Covid 19.

**8. Agency Steering Group**

No Agency Steering Group meetings have been held in the reporting period.

**9. TRMU Quality Management Systems (QMS)**

9.1 The Agent's compliance with ISO 9001 (Quality Management System), ISO 14001 (Environmental Management Systems) and 45001 (Occupational Health & Safety) was audited by BSI during two separate audits with the first occurring in June, and the latter in September & October 2020. The Agent was successful in retaining accreditation to all three standards. During the audit, 10 minor nonconformities were raised adding to the 4 that remained open from previous audits.

A corrective action plan was agreed and implemented to address the nonconformities with the effectiveness to be reviewed at the next BSI audit scheduled for September 2021.

9.2 The Agent is currently working towards achieving an ISO 27001 accreditation with BSI for the Traffic Wales IT Infrastructure service provision. A stage one audit was conducted by BSI during March 2021 and a detailed stage 2 audit will be undertaken during May 2021.

## 10. Partner Authority Performance

### 10.1 PA Works Units

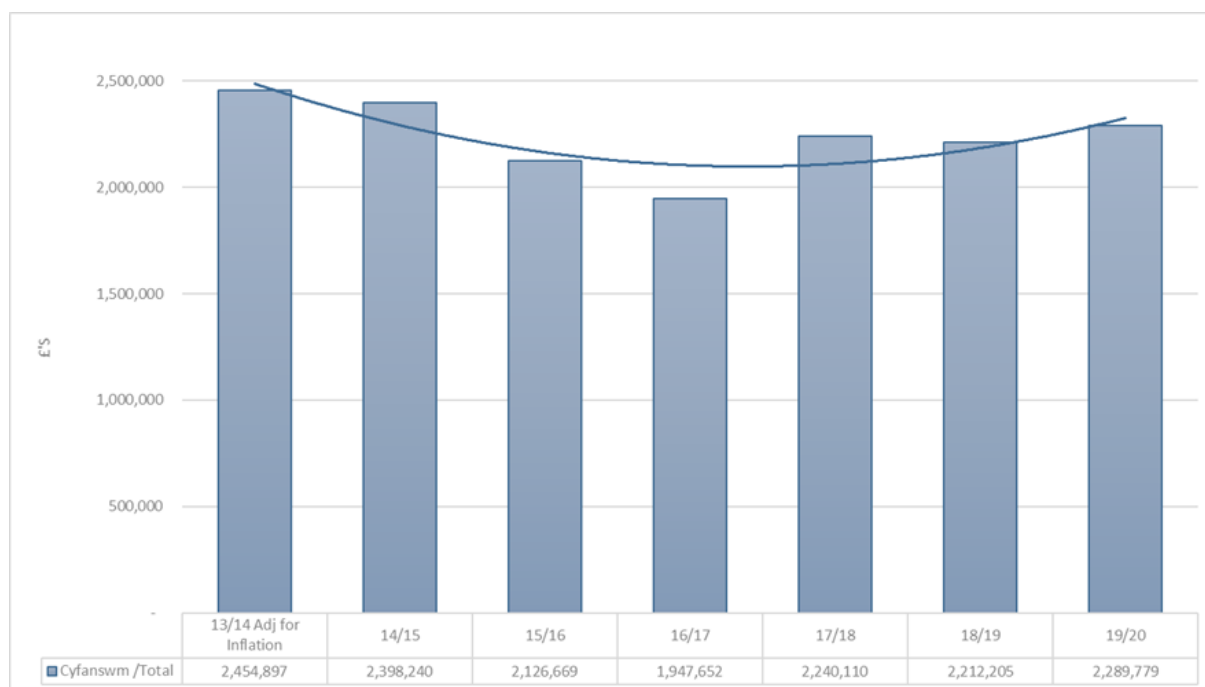
Performance against Category 1 Defects (CAT1), which are those defects that present an immediate hazard to the travelling public, continues to be under scrutiny due to this being a high-risk activity for WG, NMWTRA and its PA's. This is particularly relevant to the 24hr period required to "Make Safe" the defect. The performance statistics continue to demonstrate that performance targets are being met consistently and this has reduced the associated risks to WG, NMWTRA and PA's. PA Works Unit performance reporting for 2020/21 is shown in Appendix D.

### 10.2 PA Benchmarking

The benchmarking reporting for routine cyclical maintenance has been not been completed for 2020/21 as we are awaiting final data review. Once data is available an addendum to the report will be issued. For information previous benchmarking summary shown below.

An illustration of cyclic maintenance costs adjusted for inflation are shown in Figure 7.

**Figure 7**  
**Cyclic Maintenance Benchmarking**



Note that Costs have been adjusted year on year for Inflation in line with BCIS indices.

## **11. PA Consultancies**

- 11.1 Consultancy progress and performance reporting for 2020/21 is included in **Appendix E**.

## **12. Private Sector Frameworks**

- 12.1 NMWTRA framework contracts continue to work well with good performance being achieved by contractors and consultants. A summary report outlining the status of the NMWTRA Frameworks is included in Appendix F.

## **13. Continuous Improvement**

- 13.1 A number of continuous improvement initiatives have been progressed during the reporting period to include:
- 13.2 A comprehensive staff development and training plan and programme. This covers both professional training as well as personal and team development e.g. “DiSC profiling” and “5 Behaviours of a Cohesive Team. This is underpinned by the introduction of the MODS training module which is now used to manage staff development and training within NMWTRA.
- 13.3 Appointment of two HSE officers to support the HSE Manager and create a HSE team, which is more fit for purpose for managing the regulatory HSE risks associated with the Agency’s and its supply chain’s operations.
- 13.4 Carbon reduction initiatives are being progressed e.g. the installation of solar panels on the new Ddole Road depot in Llandrindd Wells. Once completed this depot will become our main mid Wales’s area office. Other premises are also under consideration for solar panel installation. NMWTRA have also undertaken a trial of electric vehicles on the network, the trial involved the use of two small vans to support the tunnel and technology unit for works on the A55 tunnels. The trial has been successful and subsequently EV charging points have been installed at strategic sites.
- 13.5 As part of NMWTRA’s succession planning strategy we are in the process of recruiting 4 apprentices in the following functions; Cyber Security (2); Business (1) and Civil engineering (2). It is envisaged that these roles will be in place by September.
- 13.6 Development of a data analysis team within NMWTRA to support the agency with decisions and provide improved reporting and data insights. The team has two data analysts that also works closely with the NMWTRA ICT team, which has provided the necessary cloud based infrastructure to share data across the partner authorities as

well as to Welsh Government. NMWTRA is now making extensive use of Microsoft Power BI to produce improved reporting linked to significant use of data analytics. This reporting has been used in relation to changing traffic volumes during the Covid 19 pandemic to inform decision making at a national level. This has been well received by the Association of Chief Constables

- 13.7 NMWTRA has implemented improved public engagement and communications through TW which has shown strong benefits when implementing major works on the network with a reduction in complaints and more positive press coverage.
- 13.8 In response to Covid restrictions NMWTRA has embraced new working practices, which are likely to bring benefits in the longer term with reduced travel, associated with home working and a reduction in inter-office travel. This has reduced fuel consumption and provided environmental benefits.
- 13.9 4 No. new Environmental Officers (EO) have been added to the Environmental Team last autumn following a successful business case to Welsh Government. They undertake and arrange ecological survey, inspection and inventory work, assist with Ash Dieback surveys and soft estate improvements such as tree planting across North & Mid Wales. This helps support the section 6 biodiversity maintenance, enhancement and resilience requirements under the Environment (Wales) Act 2016.

#### **14. Disputes under Clause 9.6 of the Partnership Agreement**

- 14.1 Clause 9.6 of the Partnership Agreement sets out an escalation process for the resolution of disputes that may arise between the TRMU and PA's. Such disputes may be referred to the Joint Committee for determination if they remain unresolved.
- 14.2 There are currently no issues, which have been escalated under this process for the Joint Committee's consideration.

## **APPENDIX A**

### **NMWTRA Partnership Risk Register**

No	RISK	Probability	Impact	Risk Score: Prob x Impact	EFFECT OF RISK	RISK OWNER	RISK ACTION	MITIGATION TO DATE	Probability	Impact	Risk score following mitigation Prob x Impact
1	Failure to meet WG service delivery requirements.	4	4	16	1. Dependent upon the nature and extent of failure, potential WG actions are :- a) Agency to implement corrective action plan b) Change of service provider for underperforming service areas c) Termination of Agency.	Lead and Partners	1. Maintain performance within required WG target levels.	1. Regular monitoring of performance by TRMU and WG. 2. Agency/WG Steering Group identifies and addresses potential problems. 3. Maintain compliance with Quality Management Systems. 4. Joint Committee scrutiny role. 5. Audit regime implemented. 6. Revised SOR implemented and confirmed as preferred procurement model by WG. 7. Robust inter PA and private sector benchmarking. 8. Fixed-fee commissioning implemented for consultancy services with appropriate market testing. 9. Satisfactory performance confirmed by external WG auditors. 10. Implementation of SDA 2016 improves clarity of requirements 11. Routine reporting at Head of Service Meetings against SDA performance criteria. Identified issues being addressed. 12. Development of performance dashboard and monthly performance reporting 13. NMWTRA's Business Development system now matured and being used proactively to manage business development and continuous improvement 14. Improved risk management processes and system implemented	1	3	3
2	Failure to meet WG Financial management requirements.	4	4	16	1. Failure to meet WG budgetary requirements 2. Potential significant reputational damage to Agency and PA's which could threaten the future of the Agency. 3. Inability to optimise budgets 4. Detrimental effect on PA cash flow 5. Diminishing opportunity for additional in-year funding from WG due to perceived underspend of existing budget.	Lead and Partners	1. Maintain performance within required WG target levels. 2. Address Works Ticket backlog and improve completions to achieve 80% target within 10 days	1. Commitment Accounting system established by TRMU 2. New SOR implemented combined with monthly invoicing. 3. Surety of cost in Schedule of Rates and priced briefs. 4. Audit regime implemented. 5. Implemented fixed-fee commissioning basis for consultancy services with payment on milestone completion. 6. Revised Technical Administration SDA implemented 7. Works Ticket backlog raised with PA Heads of Service. 8. Works ticket completion levels significantly improved. 9. Performance dashboard and Power BI being used to monitor and report against service delivery performance	1	4	4
3	Termination of Agency by WG as a result of political decision.	3	5	15	1. Termination of Partnership. 2. Potential significant loss of income. 3. Potential significant staffing implications. 4. Potential significant loss to local economy.	Lead and Partners	1. Sustain performance and reputation of Agency and PA provision. 2. Continuous improvement to demonstrate value for money. 3. Harmonisation of Schedule of Rates and delivery processes. 4. Adoption of best practice methods of working to improve efficiency of operations. 5. Deliver NMWTRA April submission cost reduction business cases. 6. Deliver WG stretched target cost savings. 7. Evidence and report cost savings to WG Auditors to be undertaken - pending WG decision	1. Major WG review completed... 2. NMWTRA April 2015 submission and business cases accepted by WG. 3. Key Agency Model change Business Cases have been implemented successfully April 2016 4. Secondary efficiency savings linked to Model Change now being realised. 5. Cost savings assessed against 2016/17 outturn costs demonstrate target savings have been achieved subject to WG audit. 6. Final cost savings 2017/18 achieved and report submitted by Agents for Ministerial Advice	1	5	5

No	RISK	Probability	Impact	Risk Score: Prob x Impact	EFFECT OF RISK	RISK OWNER	RISK ACTION	MITIGATION TO DATE	Probability	Impact	Risk score following mitigation Prob x Impact
4	One PA withdraws from Partnership	2	3	6	Threat to service provision on Trunk Road network within the affected county.	Lead and Partners	1. Revised Partnership Agreement would be needed. 2. Would need to review extent of service provision by the departing PA. 3. Would need to reallocate work to other PAs or Private Sector supply chain. 4. TRMU would need to maintain continuity of service 5. Address Denbighshire partial withdrawal	1. Partnership Agreement Clause 12 covers this risk - revised Partnership Agreement can be agreed by the remaining Authorities. 2. Partnership Agreement Clause 6 covers cross border working. 3. Private Sector supply arrangements in place via Frameworks if needed. 4. Successful re-allocation of DCC network by agreement with Partners	2	3	6
5	Significant dispute between Lead Authority and Partners	2	2	4	Threat to service delivery	Lead and Partners	1. Follow escalation process	1. Partnership Agreement Clause 9 defines escalation process.	1	2	2
6	Welsh Government requirements for local government regional partnerships / collaboration.	4	4	16	1. Potential change to supply chain structure and size and associated change processes may affect future service delivery 2. Potential impact on business continuity	Lead Authority and Partners	1. Monitor proposals with Partner Authorities	1 Revised NMWTRA model is compatible with regional arrangements	4	2	8
7	Compliance with Service Delivery Agreement	4	4	16	1. Risk from HSE/Police Road Deaths investigation following fatal incident. 2. Risk of environmental prosecution. 3. Reputational risk to WG, NMWTRA and PA. 4. Non-compliance with SDA.	Lead Authority and Partners	1. Establish accredited quality management systems for ISO9001, ISO14001, OHSAS18001 and relevant Sector Scheme accreditations.	1. All PA's fully compliant. 2. NMWTRA providing assistance through working group and NMWTRA Health and Safety Manager 3. Refer to 2P above. 4. All PA's now compliant with accredited QMS systems in place 5. Use of performance dashboard	1	4	4
8	NMWTRA and PA staff resource succession planning	3	4	12	Increasing difficulty in recruiting and retaining suitable professional and technical staff and skilled operatives	Lead and Partners	Establish training and apprentice posts within staffing structure to generate future staff resources. Improve recruitment processes	1. NMWTRA have initiated apprentice scheme across all service delivery areas. Also now recruiting into trainee technician posts with support for further education and vocational training. 2. Recruitment process now utilising web based services (Linked in and Jobs websites)	3	3	9
9	Sustain Ministerial Cost Savings	3	4	12	Threat to public sector delivery model if continued value for money cannot be demonstrated	Lead Authority and Partners	Maintain appropriate level of cost management through Schedule of Rates payment mechanism. Continued benchmarking of key functional areas to identify best practice and efficiency improvement opportunities	1. SoR review due for completion to streamline and improve usability 2. Update benchmarking exercise being undertaken 3. Regular meetings with PA operational and senior staff to address delivery, performance and cost management issues. 4. Additional WG requirements and associated costs separated from cost saving baseline	3	3	9



## **APPENDIX B**

### **Traffic Wales Service Data Analysis 2020/21**



**Traffic Wales Communications Highlights**

Over the past year, Traffic Wales have implemented engaging campaigns to promote safety, road projects and brand awareness. These campaigns have provided a constant flow of travel updates, encouraged safer, more sustainable driving and showed how the Trunk Road Agents are delivering a safe and serviceable network across Wales.

During this time, there was a 30% increase in direct referrals from news outlets and generally, this coverage was more factual than in previous years.

**Junction 19 Glan Conwy Improvement Works**

During the pinch point scheme in June 2020 Traffic Wales utilised traffic data to influence driver behaviour to enable road users to make safer, more coordinated, and smarter use of the trunk road network.

Sharing congestion scans and traffic volumes at key strategic locations created more sustained peaks in journey times and reduced them by 10 minutes on average.

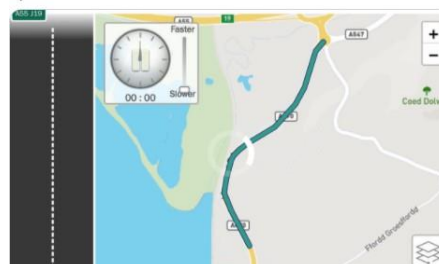
Following the successful renewal of the Glan Conwy viaduct expansion joints earlier this year, Traffic Wales will be sharing this promotional video showing the extensive works:

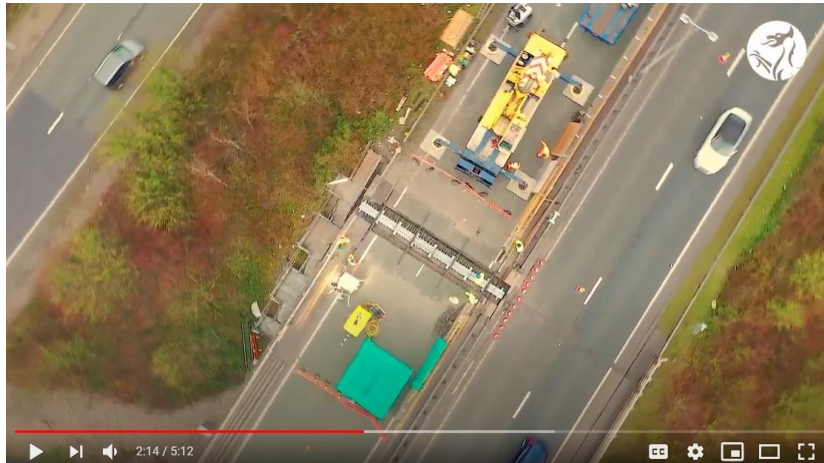
#A55 J19 Glan Conwy

Traffic levels are up on last year, along with roadworks this is leading to more congestion

Please avoid travelling at peak times to avoid delays.

This graph shows traffic travelling Northbound on the #A470 last Friday, peak times are between 10am and 5pm.





<https://www.youtube.com/watch?v=OxIaSqOzUIk>.

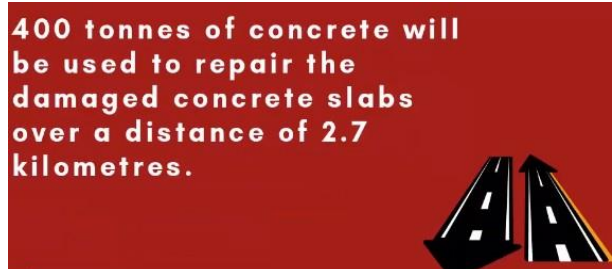
### A55 Ewloe Resurfacing

Project infographics created to show case interesting facts about the roadworks grew social media engagement by 93% and increased positive news stories:

#A55 J36 (Warren) to J34 (Ewloe) Westbound 📍

Did you know that 20,116 cars travel on this stretch of the #A55 on average per day this time of year? 🚗 📊

It is essential that these resurfacing works are carried out to maintain this busy stretch of the #A55



[The Leader: Resurfacing work on stretch of A55 in Flintshire that carries 20,000 vehicles perday is essential](#)

[Deeside.com: Four weeks of essential resurfacing work on A55 in Flintshire gets underwaythis weekend](#)

[BBC: Extremely low' A55 traffic sees roadworks start early](#)

### Ceiriog Viaduct Expansion Joint Renewal

The A5 River Ceiriog Viaduct expansion joint renewal was completed two days ahead of schedule. The contractor worked 24/7 to a tight schedule to ensure



that works were finished as quickly as possible.

### Response to the pandemic

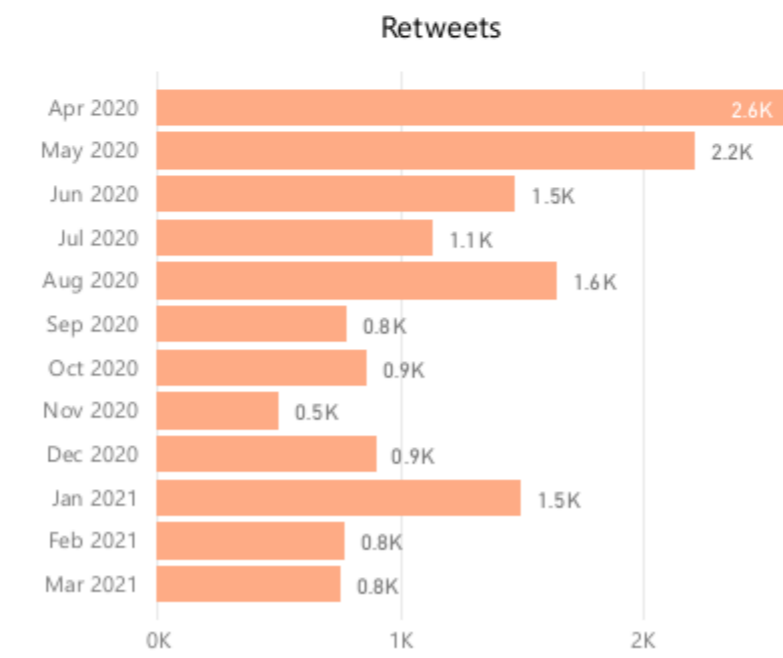
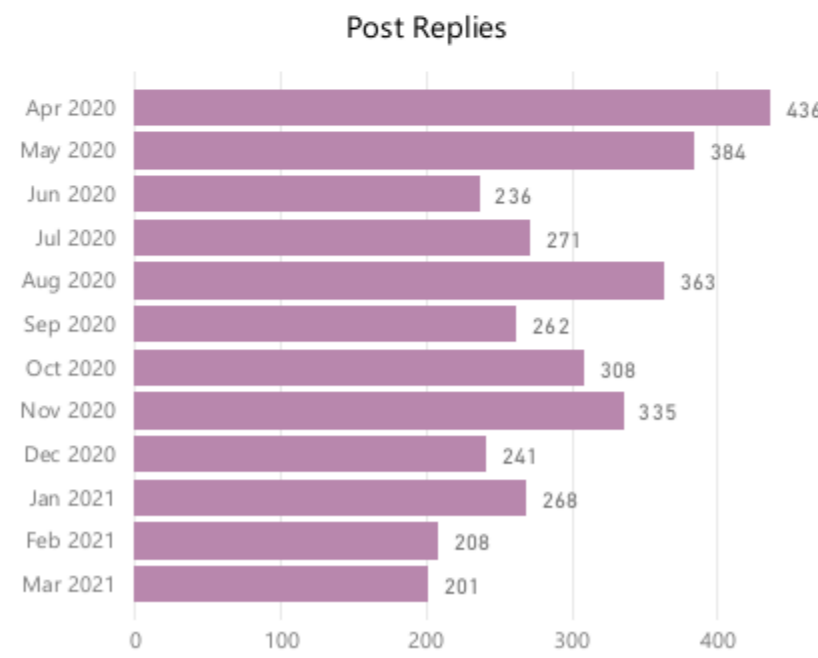
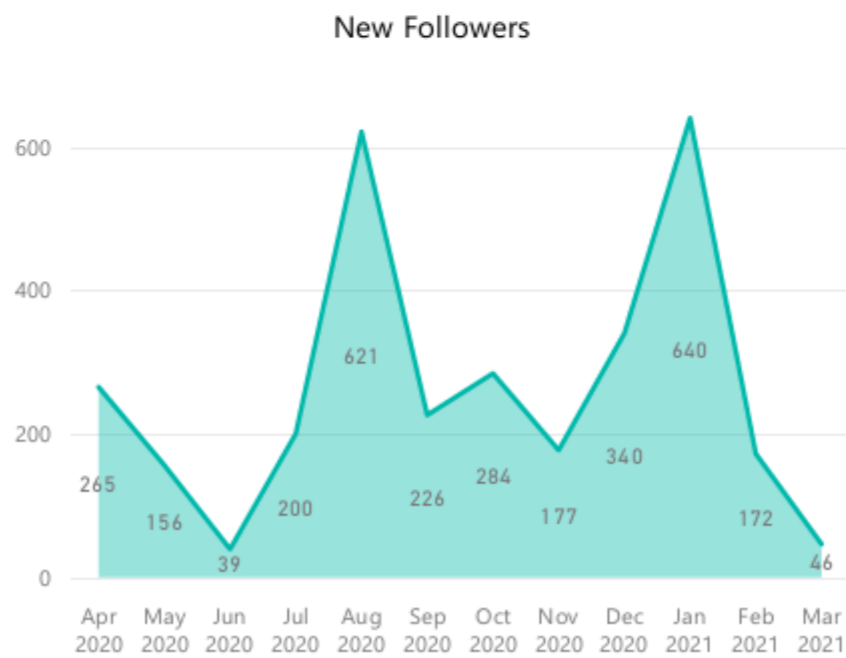
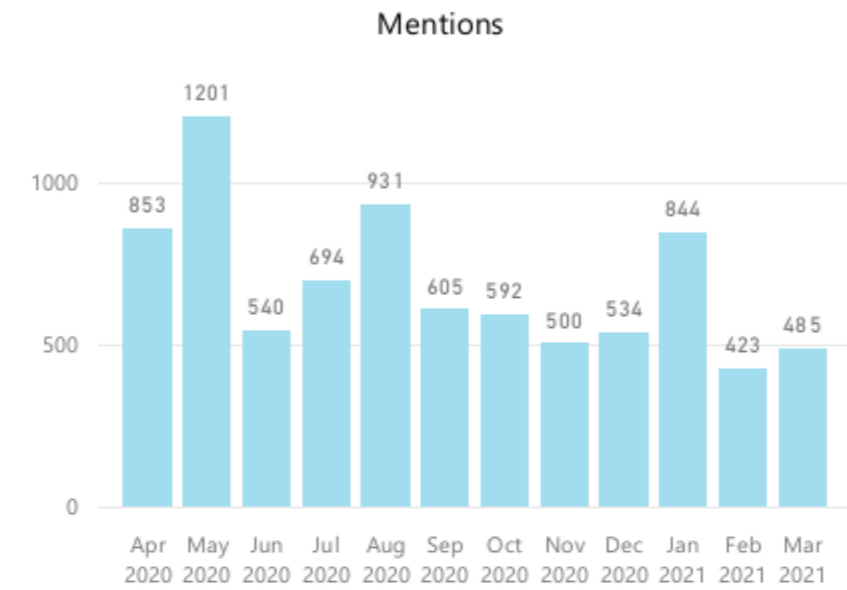
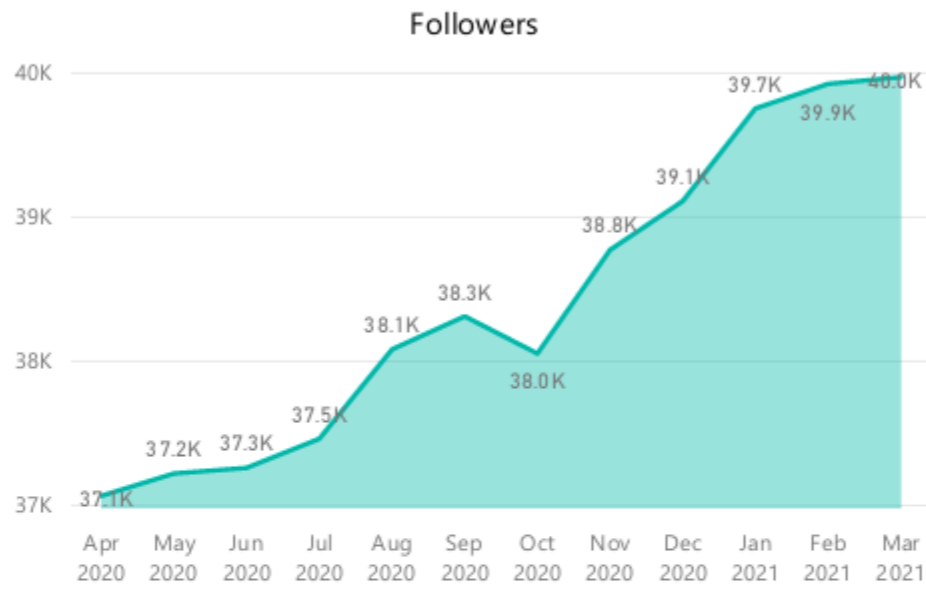
Traffic Wales have worked closely with local resilience forums, the government and police to make sure messaging is aligned with latest regulations. Targeted communications plans and VMS campaigns have been created to address specific challenges on a regional and national level.

<https://traffic.wales/current-advice-road-users-during-coronavirus-outbreak>



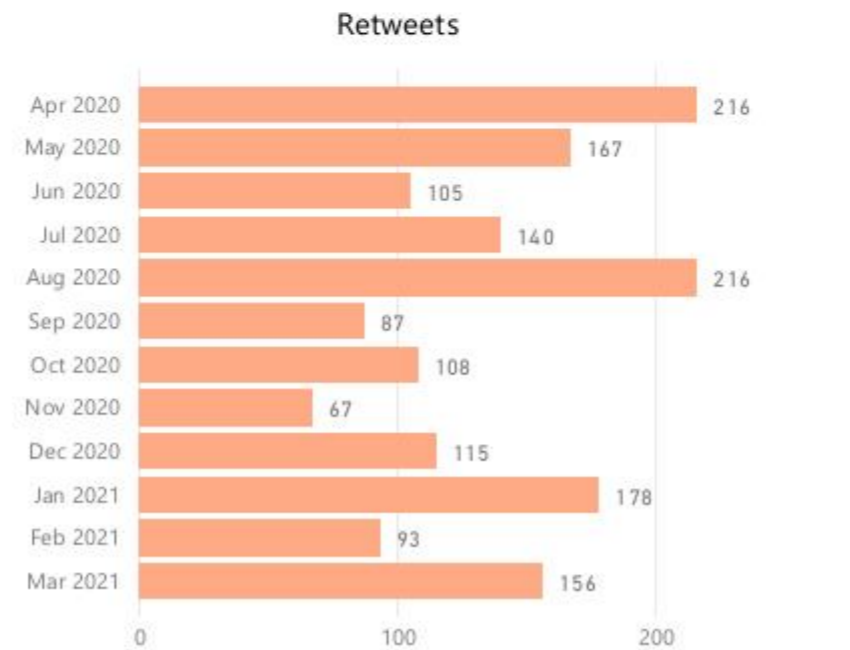
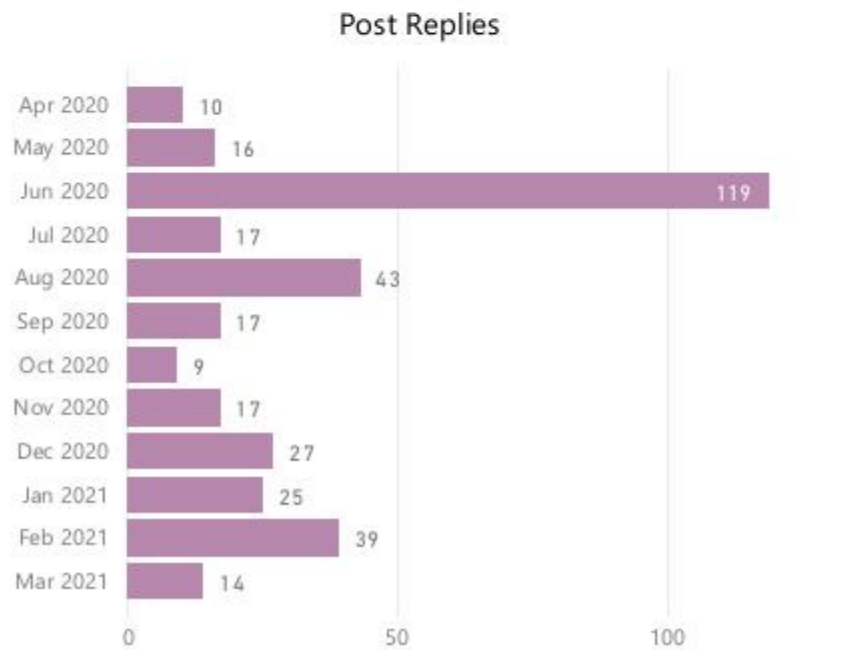
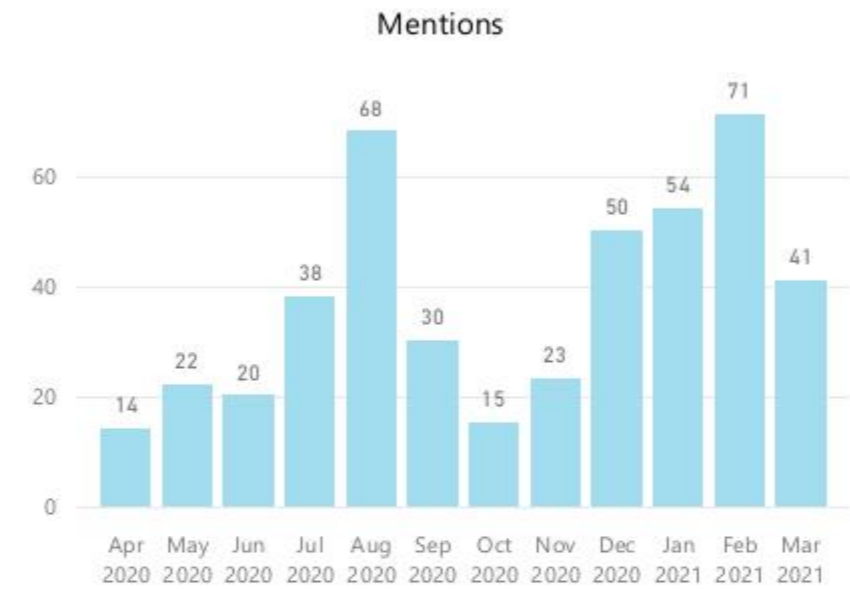
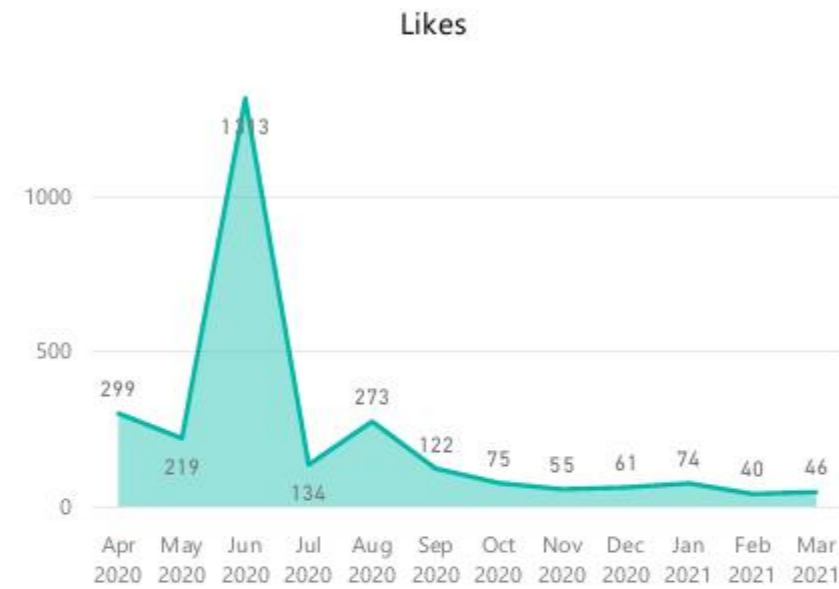
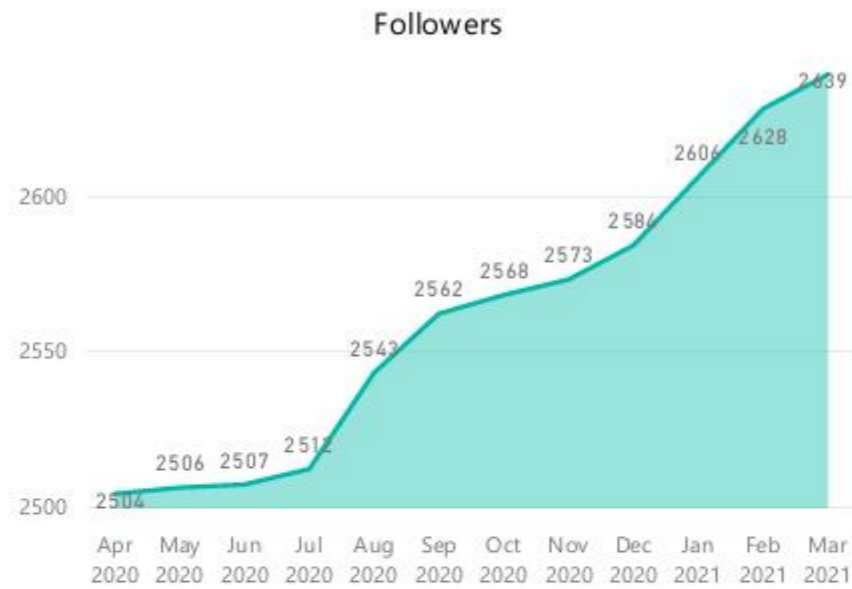


33620 Likes  
 8202 Mentions  
 3166 New Followers  
 3513 Post Replies  
 15105 Retweets





2711 Likes  
353 Post Replies  
446 Mentions  
1648 Retweets  
147 New Followers



## **APPENDIX C**

### **Traffic Officer Service Report**

### Operations Unit (Traffic Officer & Control Room Service)

In order to conform to Welsh Government social distancing legislation, the Agent Operations Unit adopted amending working practices, moving from single-vehicle dual-crewed, to dual-vehicle single-crewed units. Control Room staffing was reduced to a minimum requirement of two Operators and Operations Team Managers work remotely from virtual control room desks within the North Wales Traffic Management Centre.

Through adopting these working practices the Operations Unit has been able to support the continued delivery of a safe and reliable Trunk Road Network throughout Covid-19 restrictions.

### Comparisons of Data (Variable Periods)

Chart 1 ‘Total Million Vehicles by Month, Apr 2020 – Mar 2021’ shows the impact government lockdowns and restrictions on travel for essential purposes only had on journeys made across the A55/A494/A483 Dual Carriageway corridors. There has been a notable increase in journeys made following relaxations of travel restrictions in Wales since 27<sup>th</sup> March 2021, with an equivalent number of journeys recorded in March 2021 as for August 2020.

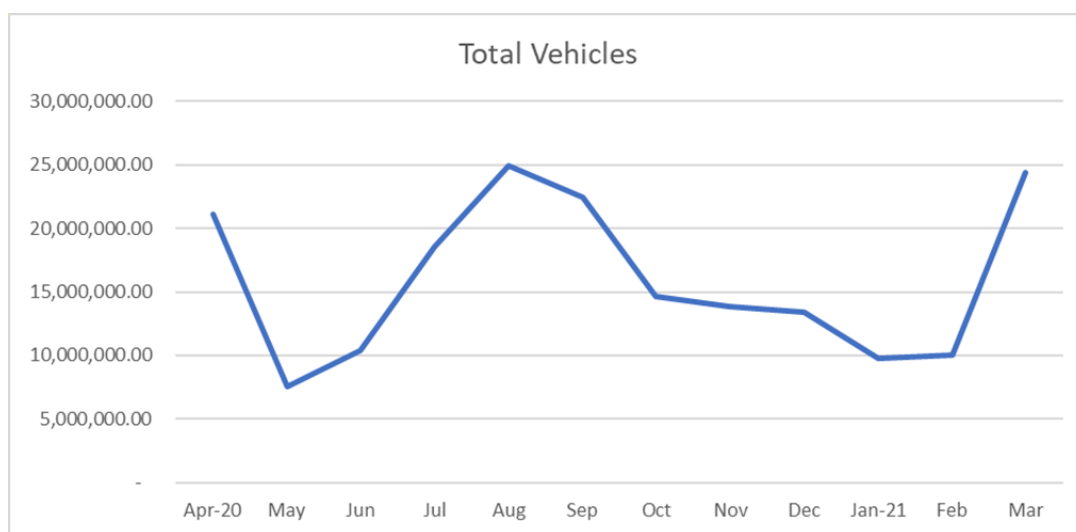


Chart 1: Total Million Vehicles by Month, Apr 2020 – Mar 2021.

The reduction of journeys made had a corresponding effect on total events managed by the Service, as shown in Chart 2 ‘Comparison of Total number of All Recorded Events, 1st January – 30th June 2019 & 2020’.



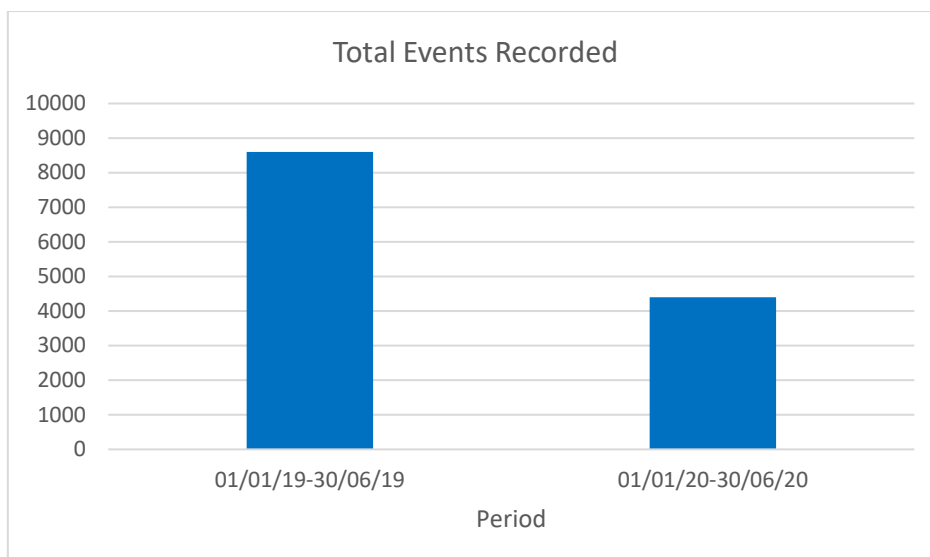


Chart 2: ‘Comparison of Total number of All Recorded Events, 1st January – 30th June 2019 & 2020’

However, relaxations implemented since March 27<sup>th</sup> 2021 show Service levels are now equivalent to pre-pandemic levels (Chart 3 ‘Comparison of Total Events Recorded in April 2019/2020/2021’)

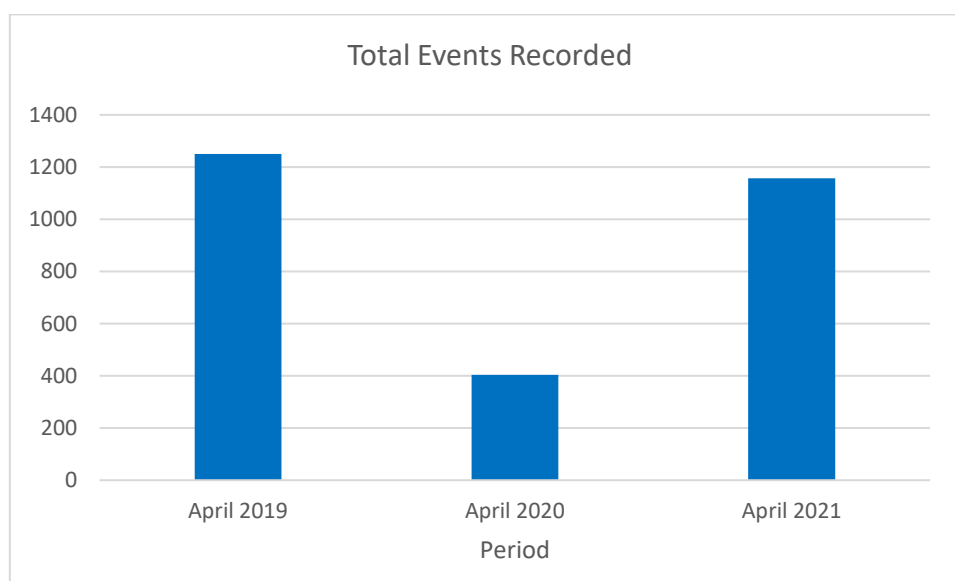


Chart 3: ‘Comparison of Total Events Recorded in April 2019/2020/2021’

Since April 2020, the daily A55/A494/A483 Dual-Carriageway Safety Patrol function transferred to the Inspections Team. This equates to an additional 124 events, giving a comparative total of 1,281 events in 2021, to 1,250 events in 2019. This is interesting in consideration of current home-working arrangements potentially meaning significantly fewer commutes, in addition to a reduction of freight traffic using Holyhead Port following UK Exit (31<sup>st</sup> January 2021). This may indicate differing composition of journey purpose, which could be evidenced by Chart 4 ‘Incident by Type’ data, showing marked increase in number of recorded breakdowns April 2020 Vs April 2021.

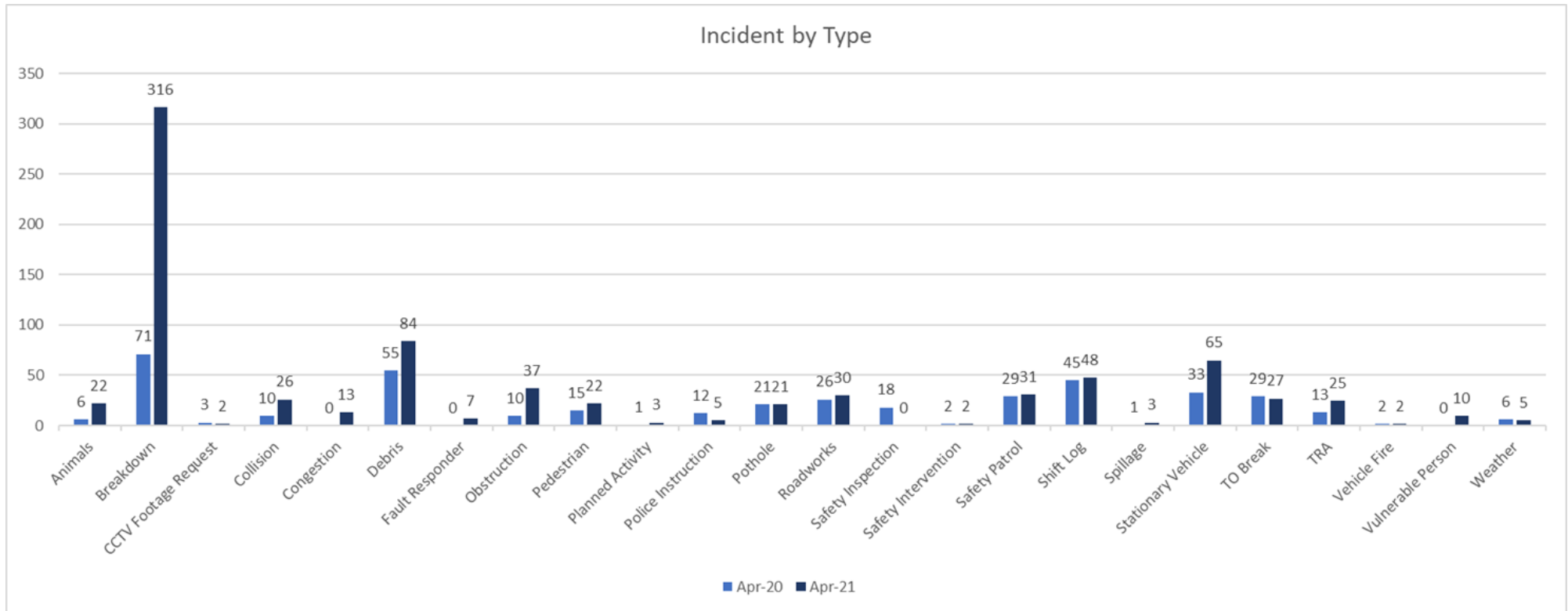


Chart 4: 'Incident by Type'

There has unfortunately been a marked increase in recorded 'Vulnerable Person' events (Chart 4 'Incident by Type'), with a total of ten in April 2021, as compared to zero in April 2020. This information has been used for network enhancements and improvements to Operating Procedures for prevention of and managing such events.

The Service has throughout amended operational arrangements during Covid-19 continued to exceed the WG KPI of twenty minutes for Dispatch to Arrival time (Chart 5 'Average Dispatch to Arrival Time FY 2020/21') at ten minutes-three seconds.

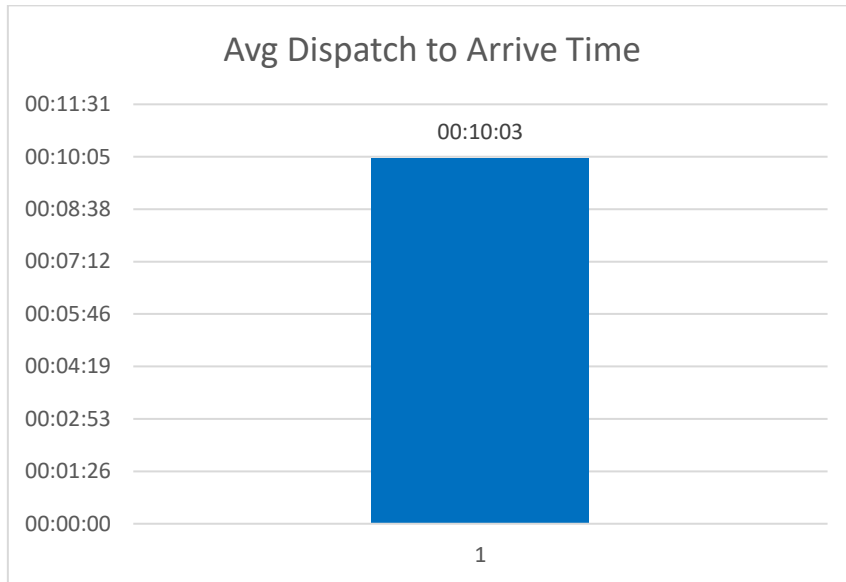


Chart 5: Average Dispatch to Arrival Time FY 2020/21

Further, the Service has during this time resolved events in approximately thirty-two minutes on average (Chart 6 'Average Event Time'), meaning the network availability is maintained for our emergency service, key workers and more recently, holiday traffic.

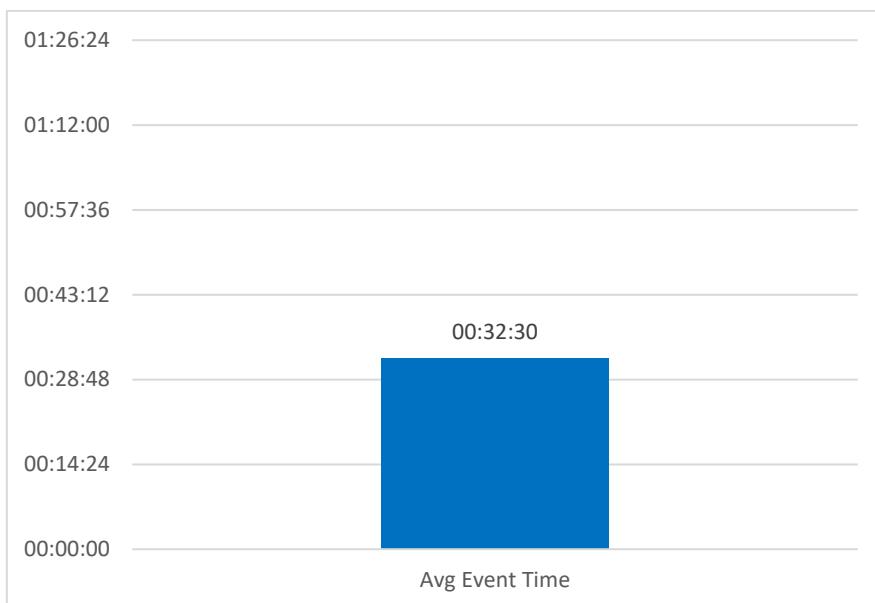
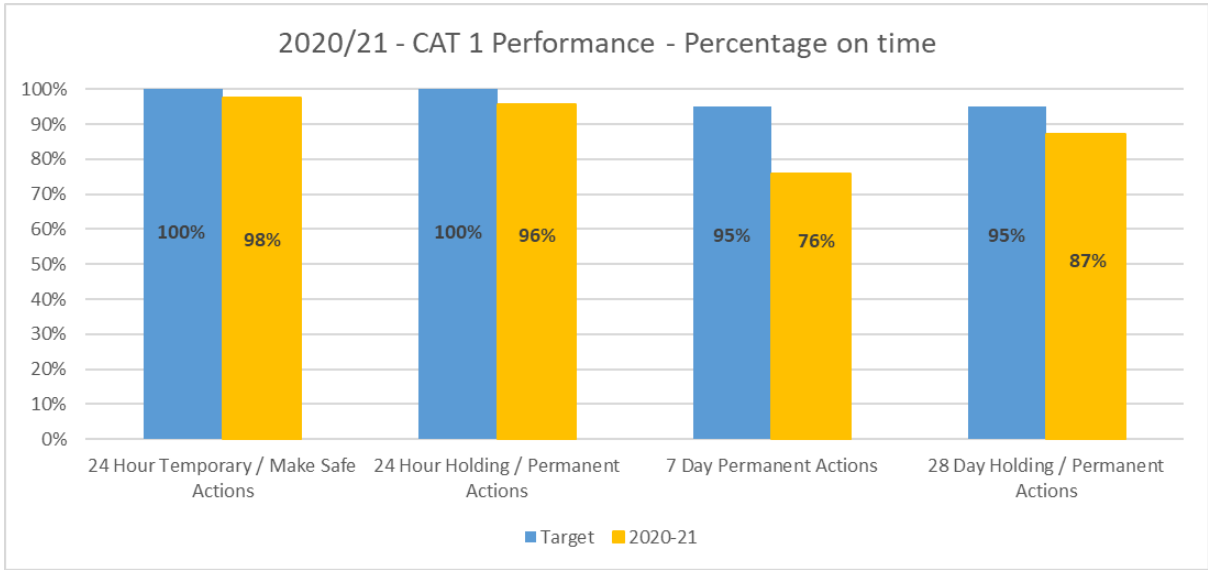


Chart 6: Average Event Time FY 2020/21

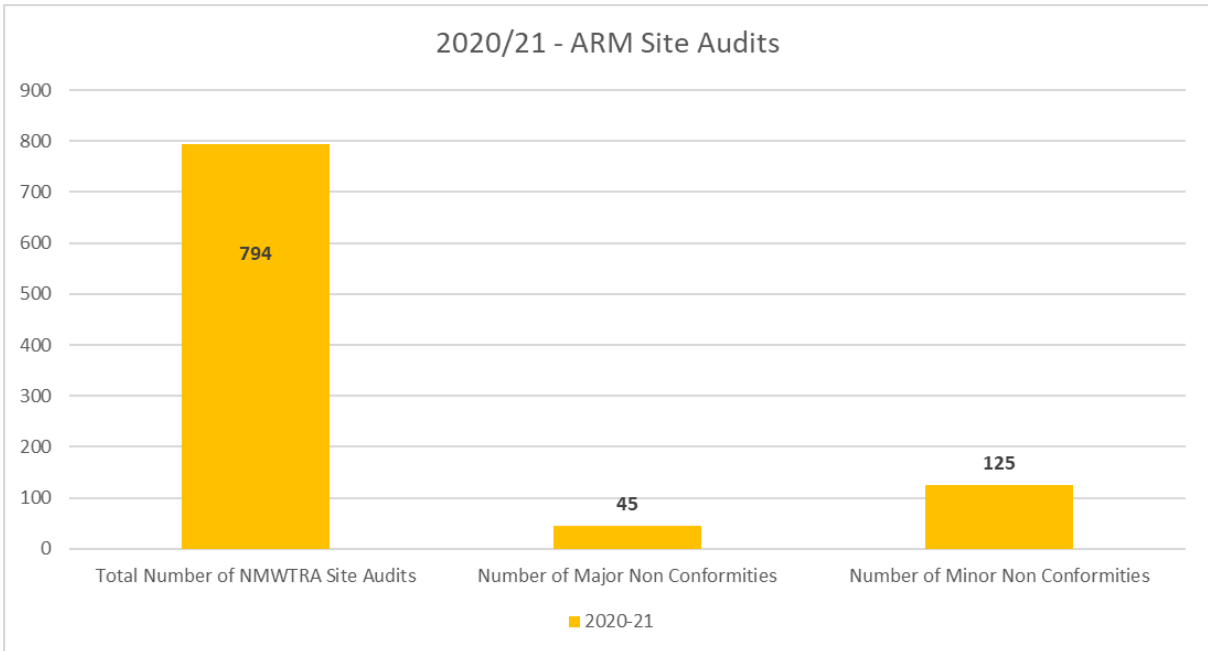
## **APPENDIX D**

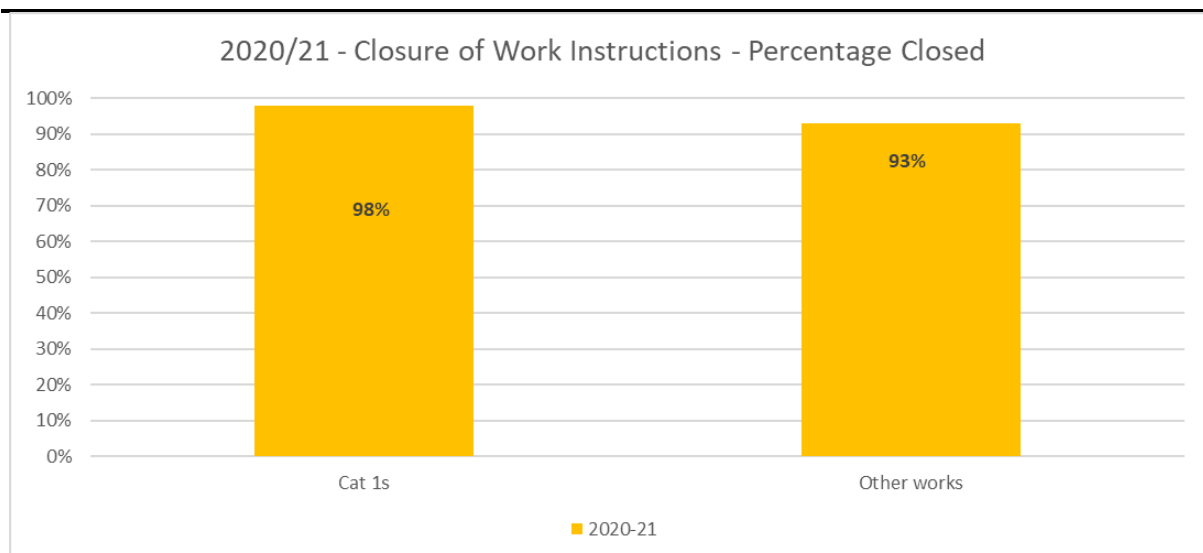
### **NMWTRA 2020/21 Partner Authority Works Performance**

**D1 - Partner Authority Works Performance**



Target	%
24 Hour Temporary / Make Safe Actions	100%
24 Hour Holding / Permanent Actions	100%
7 Day Permanent Actions	95%
28 Day Holding / Permanent Actions	95%





## **APPENDIX E**

### **Partner Authority Consultancy – Progress and Performance Report**

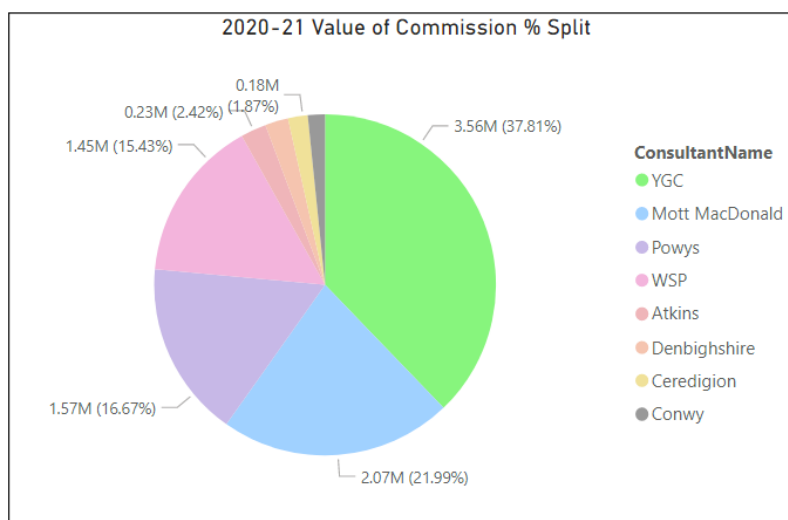
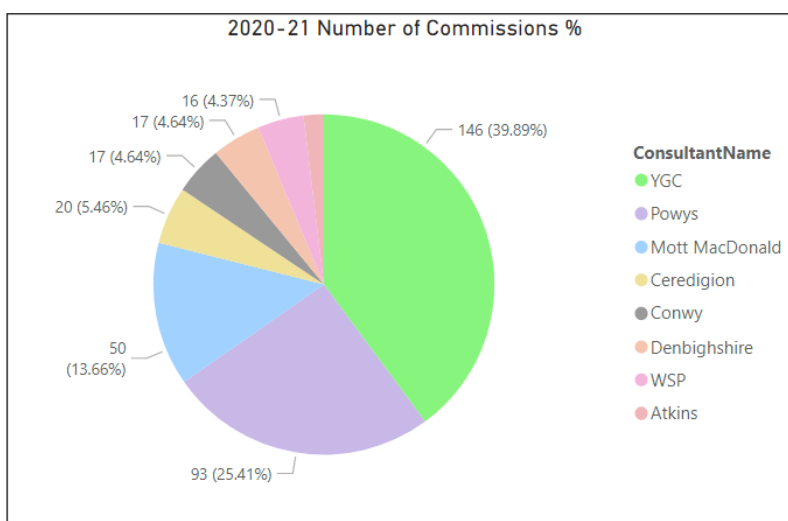
**E1 Capital Delivery Project Review**

**E1.1 2020/21 FY**

NMWTRA commissioned **366** projects to the Partner Authority and External Consultants in 2020/21, with a cumulative value of **£9,414,752.40**; split as follows:

Consultant Name	No. of Commissions	Project Total
Atkins	7	228,031.83
Ceredigion	20	175,924.92
Conwy	17	152,754.80
Denbighshire	17	206,062.26
Mott MacDonald	50	2,070,382.60
Powys	93	1,568,989.57
WSP	16	1,452,817.79
YGC	146	3,559,788.63
<b>Total</b>	<b>366</b>	<b>9,414,752.40</b>

**Figure E1.1:** Table showing the total No. of commissions to PA and External Consultants in 2020/21.  
**Note:** YGC’s project total for 2020/21 includes £659k, which are associated with Welsh Government’s major projects (IDD) that includes A55 Abergwyngregyn to Tai’r Meibion Improvement scheme.





**E2 Project Cost Status**

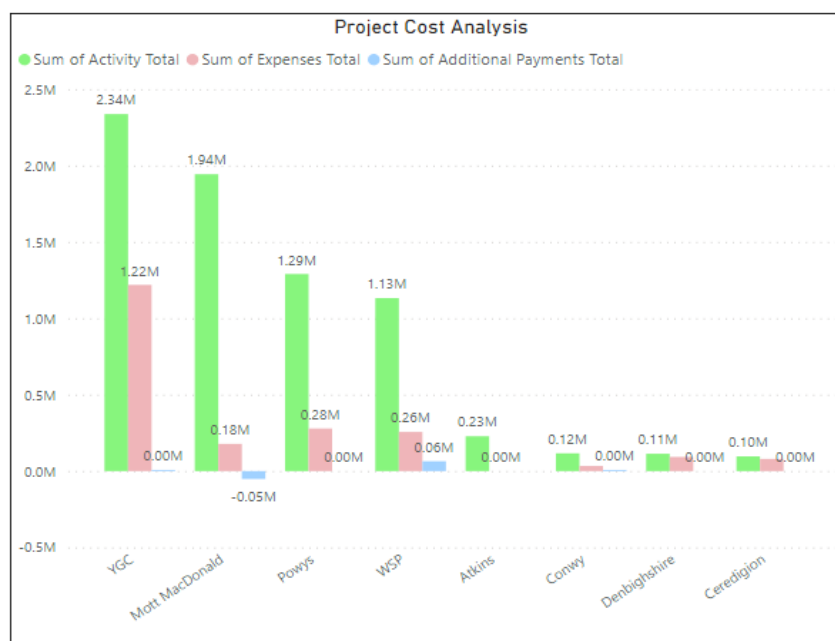
**E2.1 2020/21 FY**

The cumulative project cost for the whole of 2020/21 includes a split of both consultancy fees and external third party costs associated with each commission. The split between internal and external costs can be seen in the analysis below:

Consultant Name	Activity Total	Expenses Total	Additional Payments Total	Overall Total
Atkins	228,031.83	0.00	0.00	228,031.83
Ceredigion	96,158.52	79,766.40	0.00	175,924.92
Conwy	116,305.65	33,235.28	3,213.87	152,754.80
Denbighshire	113,417.82	92,644.44	0.00	206,062.26
Mott MacDonald	1,943,796.72	178,099.27	-51,513.39	2,070,382.60
Powys	1,290,407.78	278,581.79	0.00	1,568,989.57
WSP	1,132,539.76	255,964.68	64,313.35	1,452,817.79
YGC	2,337,406.72	1,219,134.50	3,247.41	3,559,788.63
<b>Total</b>	<b>7,258,064.80</b>	<b>2,137,426.36</b>	<b>19,261.24</b>	<b>9,414,752.40</b>

**Figure E2.1:** Table showing project cost analysis for 2020/21.

**Note:** YGC’s project total for 2020/21 includes £659k that are associated with Welsh Government’s major projects (IDD) that includes A55 Abergwyngregyn to Tai’r Meibion Improvement scheme.



## E3 Tender Opportunities

### E3.1 2020/21 FY: Market Testing

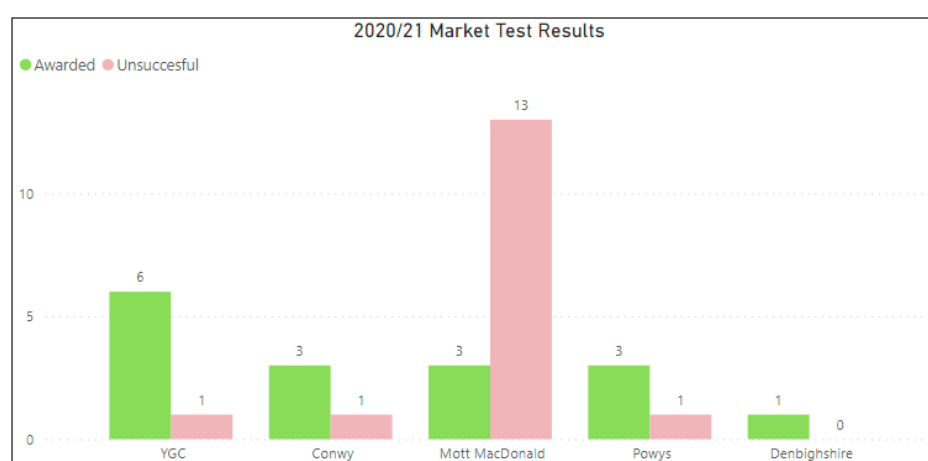
NMWTRA successfully awarded **16 No.** commissions to the most economically advantageous tenders following a market test exercise in 2020/21, details of which is shown in the analysis below. This equates to **4.5%** of commissions being market tested in 2020/21 out of the **366** commissions awarded.

Market testing opportunities in 2020/21 has been reduced due to the high number of carry over projects from the previous year (2019/20). This was further impacted by Welsh Government and NMWTRA’s response to the Covid-19 pandemic, which involved releasing project briefs early to maintain workflow and to support our supply chain of Consultants and Contractors.

The market testing commissions were for a range of multidiscipline projects that had an estimated cost below £50k, and were tested between NMWTRA’s PA (for work within their geographical area) and NMWTRA’s preferred Consultant for Lot 1 or Lot 2a of NMWTRA’s Consultancy Framework.

Project Title	Awarded	Unsuccessful	% Variance	Information
A470 Black Cat Roundabout & Black Cat Roundabout Link CIP Cluster site study	Conwy	Mott MacDonald	15.34	
A470 Llanrwst to Betws-y-coed (NWTRA_005B) - Signing and Road Markings	Conwy	Mott MacDonald	10.25	
Glan Conwy (development)	Conwy	Mott MacDonald	100.00	Declined
A5 West of Llangollen (NWA5_006A & NWA5_006OPT2) Speed Limit Reduction	Denbighshire	Mott MacDonald	36.37	
A5 Swallow Falls Safety Measures NWA5-21D	Mott MacDonald	Conwy	37.26	
Britannia Bridge study	Mott MacDonald	YGC	100.00	Declined
Bwlch Speed Management and Footway Widening	Mott MacDonald	Powys	100.00	Declined
A483 Fron (MWTRA_A483_24) Pedestrian improvements	Powys	Mott MacDonald	6.01	
A487 - Relocation of Urdd direction signs	Powys	Mott MacDonald	49.57	
Newbridge on Wye Pedestrian Crossing Review	Powys	Mott MacDonald	100.00	Declined
A470 Chapel House farm Improvement	YGC	Mott MacDonald	3.87	
A483 J5 to J6 layby study	YGC	Mott MacDonald	28.97	
NMWTRA Funding Package for Minor Traffic Eng improvements	YGC	Mott MacDonald	100.00	Declined
Replacement DVSA Testing Centre	YGC	Mott MacDonald	3.65	
Speed Indicator Device Programme - Various Sites	YGC	Mott MacDonald	100.00	Declined
Ysgol Cefn Coch, Penrhyndeudraeth (NWA487-21B)	YGC	Mott MacDonald	2.76	

**Figure E3.1:** Table showing the market test result for 2020/21, the ‘% Variance’ is based on the difference in value between the successful and unsuccessful tenders.



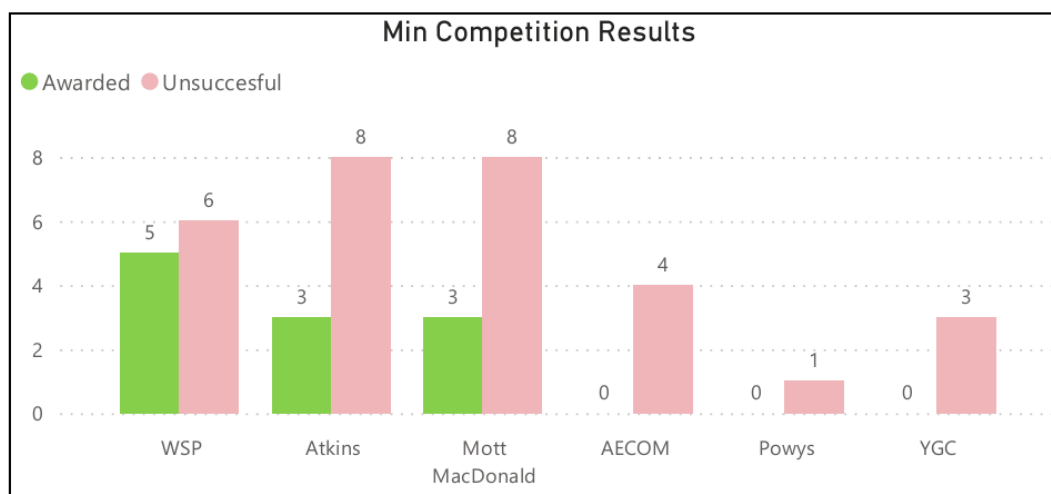
### E3.2 2020/21 FY: Mini-Competition

NMWTRA successfully awarded **11 No.** commissions to the most economically advantageous tenders following the mini-competition exercise, details of which are shown in the analysis below. This equates to **3%** of commissions being subject to mini-competition out of the **366** commissions awarded in 2020/21.

The mini-competition was for a range of multidiscipline projects that had an estimated cost above £50k, and was tendered through NMWTRAs Consultancy Framework for Lot 2B or 3, on four occasions the tender opportunity was extended to the PA consultancy.

Project Title	Lot	Awarded	Unsuccessful 1	Unsuccessful 1 - % Variance	Unsuccessful Tender 1 Information	Unsuccessful 2	Unsuccessful 2 - % Variance	Unsuccessful Tender 2 Information	Unsuccessful 3	Unsuccessful 3 - % Variance	Unsuccessful Tender 3 Information	Unsuccessful 4	Unsuccessful 4 - % Variance	Unsuccessful Tender 4 Information
A44 Llangurig to Aberystwyth – WelTAG Stage 1	L2b	WSP	Atkins	100.00	Declined	Mott MacDonald	22.87							
A494/A55 – Development of Options S73 to S76 and S77b – Diversion Routes	L2b	WSP	YGC	100.00	Declined	Atkins	100.00	Declined	Mott MacDonald	100.00	Declined			
A5/A483 High Wind Narrative document	L2b	Atkins	Mott MacDonald	100.00	Declined	WSP	18.95							
A55 and A494 Resilience Study	L3	Atkins	AECOM	100.00	Declined	Mott MacDonald	22.34		WSP	10.41				
A55 Llanddulas to Abergelge E/B J23 to J24	L3	Mott MacDonald	YGC	100.00	Declined	Atkins	100.00		AECOM	53.76		WSP	5.36	
A55 Penmaenbach Headland Tunnel Fire Risk Assessment	L2b	WSP	Atkins	100.00	Declined	Mott MacDonald	100.00	Declined						
Bilingual Working Drawings Update (Traffic Signs Regulations And General Directions 2016)	L2b	WSP	Atkins	100.00	Declined	Mott MacDonald	11.27		YGC	22.40				
Mid Wales Resurfacing in Towns	L3	Atkins	Powys	100.00	Declined	AECOM	2.96		Mott MacDonald	100.00	Declined	WSP	21.81	
Operational and Maintenance interfaces with private landowners and Inventory development	L2b	WSP	Mott MacDonald	100.00	Declined	Atkins	6.23							
Setting Local Speed Limits in Wales update – consultancy support	L3	Mott MacDonald	WSP	22.11		Atkins	37.98		AECOM	24.20				
The North and Mid Wales Trunk Road Network Ash Dieback Driven Survey	L2b	Mott MacDonald	WSP	31.33		Atkins	100.00	Declined						

**Figure E3.2:** Table showing the mini-competition result for 2020/21, the ‘% Variance’ is based on the difference in value between the successful and unsuccessful tenders.



## E4 Performance Monitoring

### E4.1 2020/21 FY

NMWTRA Project Sponsors continue to hold regular project review meetings with consultant Project Managers at various stages of scheme development; these meetings are invaluable to monitor progress, programme and performance on each commission.

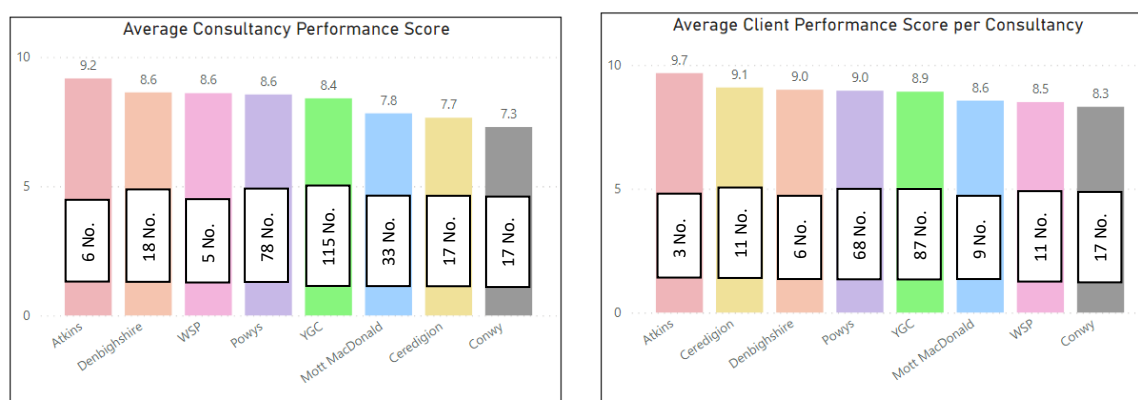
NMWTRA Project Sponsor in conjunction with consultants Project Managers completed Key Performance Indicator (KPI) assessments at project closure stage for **79%** of commissions in 2020/21, through the use of PMS and its KPI reporting tool, details of which is shown in the analysis below.

The following analysis is based on **289 KPI** assessments being completed by NMWTRA Project Sponsors at project closure, with **205 KPI** providing Client Feedback being returned by consultant Project Managers across NMWTRA’s supply chain.

ConsultantName	Number of KPI's undertaken by Client	Number of KPI's undertaken by Concutancy
Atkins	6	3
Ceredigion	17	11
Conwy	17	17
Denbighshire	18	6
Mott MacDonald	33	9
Powys	78	68
WSP	5	4
YGC	115	87
<b>Total</b>	<b>289</b>	<b>205</b>

**Figure E4.1:** Table showing number of Kpi assessment undertkaen in 2020/21.

Below shows the overall average consultancy and client KPI scores in 2020/21:



All KPI assessment were scored in accordance with the following definitions:

Definition	Scores
Totally satisfied – Performance related to this KPI could not have been bettered	9 - 10
Good - Performance is such that at least 50% of the KPI requirements have been bettered	7 - 8
Neither satisfied nor dissatisfied – the minimum requirements of the commission related to this KPI have been met	4 - 6
Poor - Performance is such that not all of the minimum requirements related to this KPI have been met	2 - 3
Totally dissatisfied – Performance is such that all requirements related to this KPI have failed to be achieved	1
Not Applicable – This was not applicable to the project	N/A

**E5 Finance**

NMWTRA successfully delivered Welsh Government's Capital programme for 2020/21, with in-year spend of **£59.76M** across the Agency (see figure 1), of which **£9.41M** was procured by NMWTRA's Delivery Team for consultancy services.

## E6 NMWTRA Capital Delivery Significant Projects

Below is an update on several Capital commissions currently being delivered by NMWTRA on behalf of Welsh Government that are of a strategic and ministerial importance on the Trunk Road network:

**Mid-Wales Safety Schemes (Previously Overtaking Opportunities) (NMWTR/WSP)** – WelTAG Stage 1 completed; WelTAG Stage 2 is to be completed by Sept/Oct 2021 due to the Public Consultation having to be repeated between June – August July 2021. Emerging preferred options will then be further developed to include WelTAG Stage 3 by early 2022. It is also anticipated that the second batch of schemes identified in WelTAG Stage 1 will be further developed in 2021/22.

**A55 Junction 19 Glan Conwy (NMWTRA/WSP)** – WelTAG Stage's 1, 2 and 3 complete with the construction of the main works being completed on January 2021 including the Stage 3 Road Safety Audit. Minor Active Travel and Signage interventions will take place as well as post scheme monitoring and WelTAG stage's 4 and 5 reporting to commence in early 2021.

**A5/A483 Halton Roundabout (NMWTRA/WSP)** – WelTAG Stage 1 completed; WelTAG Stage 2 to be completed by Oct/Nov 2021, with the Public Consultation to take place between July – Sept 2021. Emerging preferred option will then be further developed to include WelTAG Stage 3 by early 2022.

**A483 Wrexham J3 – J6 Improvement - KS2 (NMWTRA/Motts)** – Welsh Government's Key Stage 2 process including the WelTAG Stage 2 completed following a successful Public Consultation that ended in Nov 2021. Ministerial announcement was made in March in support of the preferred option(s)/route(s). Welsh Government has committed to deliver Key Stage 3 and 4 including WelTAG Stage 3 and preliminary design of preferred option(s)/route(s) in 2021/22.

**A494 River Dee Bridge Improvement (NMWTRA/Motts)** – Following the ministerial announcement on 18th September 2019 in support of the preferred option, a WelTAG Stage 3 - Full Business Case was submitted to Welsh Government that further supported the preferred option, with the preferred option given a 9.8 Benefit-Cost Ratio (BCR), however due to the delay in publication of the orders the WelTAG Stage 3 report will require updating in line with new policies and revised opening year, this work will commence in May 2021. Preliminary design including environmental surveys and ground investigation work continued throughout 2020/21 with advanced design being carried out on key aspects of the project (i.e. new Network Rail Bridge and new Westbound River Bridge crossing) as well as progressing with the Statutory Undertakers 'C4' process in order to de-risk construction programme. Publication of Draft Orders and Environmental Statement will be June/July 2021 and a decision to be made in late 2021, this should conclude the statutory process.

**A55|A494 Network Resilience (NMWTRA/WSP)** – Following the successful completion of WelTAG Stage 1 in 2017/18, the WelTAG Stage 2 report and executive summary was re-submitted to Welsh Government in 2020/21 in line with policy changes. A WelTAG Stage 3, 4 and 5 was completed in 2020/21 following the successful delivery of the quick win and short-term options in 2019/20. During 2020/21 some of the medium and longer term options were further developed including A494 Aston Hill Resilience Improvement, A55 Colwyn Bay Resilience (J19 – 23), A55 Northop Hill Crawler Lane (Westbound), the detail design of the A55/A494 HGV restrictions for overtaking uphill gradient (trial) as well as a review of the Strategic and Tactical Diversion Routes.

A further procurement exercise will be undertaken in early 2021 following a recent Welsh Government instruction to develop these discreet schemes through the WelTAG Stage 1 – 3 including preliminary design process.

## **APPENDIX F**

### **NMWTRA Framework Contracts Status Report**

**NMWTRA Frameworks, contract procurement  
Status report, May 2021**

<b>1.</b>	<b>Overview</b>			
	<i>Briefing note provides an update on status and progress of NMWTRA Frameworks.</i>			
<b>1.1</b>	<b>NMWTRA Frameworks, current status</b>			
	<b>Framework</b>	<b>NEC contract</b>	<b>Contract Award date</b>	<b>End date</b>
	Surfacing and Ancillary Works	NEC4	31/03/2021	31/03/2023 (+1yr + 1yr)
	Tree Works	NEC4	12/10/2020	12/10/2022 (+1yr + 1yr)
	Contractor	NEC4	27/04/2020	27/04/2022 (+1yr + 1yr)
	Traffic Management	NEC4	11/06/2019	11/06/2022 (+1yr TBC)
	Technology	NEC4	29/10/2018	<sup>1</sup> 22/10/2021 (+1yr TBC) <sup>1</sup> (will not be extended)
	Consultancy	NEC4	07/09/2018	<sup>2</sup> 06/09/2021 (+1yr TBC) <sup>2</sup> (to be extended to Sept 22)
<b>2.</b>	<b>Frameworks, general</b>			
<b>2.1</b>	<b>Surfacing and Ancillary Works 2021</b>			
2.1.1	Contract Award Notice for the new Surfacing and Ancillary Works Framework Contract published on 31/03/2021.			
2.1.2	NMWTRA Commercial team (CT) issued Procurement Strategy briefing note to PA in February 2020. CT had undertaken workshops with representatives of Partner Authorities to gather feedback, lessons learnt, technical and specification requirements.			
2.1.3	Representatives from, Conwy, Denbighshire and, Flintshire formed the tender evaluation team to score the Technical submissions in the County Road sub-lots of this Framework.			
2.1.4	NMWTRA Commercial team arranged a webinar presentation of the new Framework on 24/03/2021; invite to this presentation extended to HoS and PA Maintenance Managers.			
2.1.5	NMWTRA has not received any significant queries or concerns regarding this framework, however this framework is still in its infancy.			
<b>2.2</b>	<b>Tree Works</b>			
2.2.1	Contract Award Notice for the new Tree Works Framework Contract published on 12/10/2020.			
2.2.2	NMWTRA Commercial team (CT) issued a Procurement Strategy Report to HoS in June 2020 to request comment on the procurement strategy of this framework.			
2.2.3	NMWTRA Commercial team arranged a webinar presentation of the new Framework on 14/10/2020; invite to this presentation extended to HoS and PA Maintenance Managers.			
2.2.4	We have received in the period minimal communications or notification of concern relating to the PA use of this Framework.			



<b>2.3</b>	<b>Contractor Framework</b>
2.3.1	The NMWTRA Contractor Framework has recently completed its first year of the Framework period.
2.3.2	We are aware that some PA are calling off Work Order commissions on specific Lots of this Framework. NMWTRA has provided in the period support and guidance to PA leads on request.
<b>2.4</b>	<b>Multi-Disciplinary Consultancy</b>
2.4.1	The end of the 3 <sup>rd</sup> year term is in September 2021. NMWTRA intend to utilise the 1-year extension, extension to September 2022. We intend to notify consultants and users of this extension imminently.
2.4.2	We have received in the period minimal communications or notification of concern relating to the PA use of this Framework.
<b>2.5</b>	<b>Technology</b>
2.5.1	The end date of the current framework is September 2021. NMWTRA do not intend to extend this framework beyond this end date
2.5.2	We have arranged workshops in the period with key stakeholders including known PA users to acquire feedback, and review lessons learned from the use of the existing Framework Contract. These workshops have proved invaluable in capturing feedback from experienced and knowledgeable users of the existing Framework Contract. We have actively taken into account the feedback and lessons learnt for inclusion in the new Framework Contracts.
2.5.3	On conclusion of the workshops, CT propose not to take up the option of the 12 month extension on the existing FC, primary reasons below: - <ul style="list-style-type: none"> <li>• Existing FC Suppliers, administration; a lack of resiliency and competition due to some suppliers on the Framework no longer trading;</li> <li>• Supplier underperformance, particularly Lot 2 Street Lighting;</li> <li>• Lot structure; improvements to the existing Lot structure including additional Lots for design and works;</li> <li>• Amendments to regional sub-Lots</li> <li>• Potential amendments to selection procedure (mini-competition / direct award).</li> </ul>
2.5.4	Proposed structure of the new Framework Contract; <ol style="list-style-type: none"> <li>a) Two Framework Contracts based on ‘Technology’ Design and Works;</li> <li>b) Additional Lots for structural, electrical and mechanical design;</li> <li>c) Works Lots are regional based by Partner Authorities.</li> </ol>
2.5.5	NMWTRA published the PIN Notice on Sell2Wales in April 2021.
2.5.6	NMWTRA has arranged a Buyer’s event to present the structure of the new frameworks, open invite sent to PA, on 19/05/2021.
2.5.7	NMWTRA plan to publish Contract Award Notice for the new frameworks to replace the existing Technology Framework Contract in September 2021.
<b>2.6</b>	<b>Traffic Management</b>
2.6.1	Start Date; 11 <sup>th</sup> June 2019. End date; June 2022.
2.6.2	Since inception of the first iteration of this framework, relationships, processes and best practices have been refined in a number of areas. The introduction of the contract has resulted in constructive dialogue between PA users of the framework and the key suppliers. Analysis of performance monitoring KPI received from PA has evidenced that there is a greater consistency in the application of TM across the trunk road network, with greater

	consideration in particular to Chapter 8 compliance and best practice from all parties, particularly Clients.
2.6.3	One supplier (Ekult) has ceased trading, reducing resilience within Lot 5. NMWTRA are not aware that this has caused any issues to date.
2.6.4	NMWTRA continue to arrange regular (quarterly) meetings with key TM suppliers. No significant issues raised at these meetings.
<b>3.</b>	<b>Framework risks (Partner Authorities)</b>
3.1	NMWTRA has provided access to guidance, processes and contract documents on all frameworks on the <a href="#">Frameworks page</a> of NMWTRA’s collaboration portal.
3.2	<p>Identified Risks</p> <ul style="list-style-type: none"> <li>• Non-compliance of process and procedure;</li> <li>• Formalising contract; issuing Contract Data Part 1;</li> <li>• Lack of, consistency and quality of contract administration;</li> <li>• Achieving financial best value via direct award procurement.</li> </ul>

## **APPENDIX G**

### **Joint Committee Terms of Reference (Extract from Partnership Agreement 2012)**

**9 The Joint Committee**

- 9.1 The Authorities shall form a joint committee (The North and Mid Wales Trunk Road Agency Joint Committee) for the purpose set out in clause 9.2
- 9.2 The Joint Committee shall be responsible for supporting the Lead Authority and Service Provider Units in meeting the requirements of the Agency Agreement and its terms of reference shall be:-
- 9.2.1 to monitor work allocation to Service Provider Units
- 9.2.2 to ensure that the TRMU satisfies Welsh Government requirements with regard to the Agency Agreement
- 9.2.3 to monitor performance of Service Provider Units
- 9.2.4 to receive reports on the management of the Partnership arrangements, and to take any necessary action to ensure that the operation of the Partnership is satisfactory
- 9.2.5 to monitor arrangements and proposals to enable continuous improvement of the service provided to the Welsh Government under the Agency Agreement
- 9.2.6 to consider issues referred to the Joint Committee under clause 9.6.
- 9.3 Meetings of the Joint Committee
- 9.3.1 The Inaugural Meeting shall take place as soon as practicable following the signing of this Agreement. The Joint Committee shall thereafter meet at intervals agreed by the Joint Committee but at least once in every Financial Year and
- 9.3.2 the first meeting of the Joint Committee in any Financial Year shall take place before 30<sup>th</sup> September in that year
- 9.3.3 the time and venue for meetings of the Joint Committee shall be determined by the Chairman.
- 9.3.4 the provisions of paragraph 3 of Part 1 of Schedule 12 to the 1972 Act (calling of extraordinary meetings) shall apply to this Agreement subject to the variation that references to “five members” in that paragraph shall be construed as references to “Four Authorities”
- 9.4 Constitution of the Joint Committee
- 9.4.1 The Joint Committee shall consist of eight (8) councillors one (1) from each of the Authorities. Deputies will be allowed when the appointed member for an authority is unable to attend.
- 9.4.2 Each Authority shall have one vote. Unless otherwise stated decisions shall be made by simple majority of votes. The quorum shall be at least one member from each of five Authorities.
- 9.4.3 Save as varied by this Agreement the Standing Orders of the Lead Authority shall apply to the proceedings of the Joint Committee and that Authority shall be responsible for the administrative arrangements in connection with the convening of meetings of the Joint Committee.
- 9.4.4 The proper officer of the Joint Committee for the purposes of the 1972 Act shall be the Chief Executive of the Lead Authority and the Scheme of Delegation of the Lead Authority shall apply so far as it is relevant.
- 9.5 Chairman and Vice-Chairman
- 9.5.1 The Chairman and Vice-Chairman of the Joint Committee in any year shall not be from the same Authority.
- 9.5.2 The Chairman and Vice-Chairman may be consulted on amendments or variations to the Agency Agreement and on the entering into of further Agency Agreements

9.6 Role of Officers

- 9.6.1 The Chief Officers shall ensure service delivery in accordance with this Agreement and any other agreements between the Lead Authority and Service Provider Units, and in accordance with the Agency Agreement
- 9.6.2 The Agency Manager shall act as reporting officer to the Joint Committee assisted as necessary by the Chief Officers
- 9.6.3 If any Chief Officer has reason to consider that the TRMU is procuring services in a way which is inconsistent with this Agreement he shall be required in the first place to raise the matter with the Agency Manager in order to resolve the issue;
- 9.6.4 If the Agency Manager considers that a Service Provider Unit is not fulfilling the requirements of this Agreement he shall raise the matter in the first place with the Chief Officer responsible for the Service Provider Unit in order to resolve the matter
- 9.6.5 If the issues raised in sections 9.6.3 or 9.6.4 remain unresolved, then the Chief Officer for the Service Provider Unit and the Corporate Director of the Lead Authority will consider the issue and seek to resolve the matter.
- 9.6.6 If, having considered the matter the issue remains unresolved the Chief Officer or the Corporate Director may refer the matter to the Joint Committee for determination.