

**Committee and Date**Council
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Item

Public



Report of the Portfolio Holder Finance & Corporate Resources

email: gwilym.butler@shropshire.gov.uk**Cabinet Member** (Portfolio Holder): Gwilym Butler

1. Synopsis

The Portfolio Holder for Finance and Corporate Resources has responsibility for many functions delivered by the Resources Directorate including Legal Services, Finance, Workforce and Member Development. This report provides an update on key work undertaken since January 2022.

2. Executive Summary

2.1. The Finance and Corporate Resources Portfolio is closely aligned to The Shropshire Plan, with the most obvious direct links being to the Healthy Organisation priority, with support provided to all priorities and strategic objectives. The Portfolio covers most functions delivered by the Resources Directorate, as listed below. This report provides an update to Council, setting out the crucial work undertaken since the last Portfolio Holder report presented to Council on 13 January 2022. By operating under the ethos of a Single Organisation, all staff working to the Finance and Corporate Support Portfolio can align closely behind the Council's key priorities.

The focus for the directorate is multifaceted; to help improve staff wellbeing and support, improve governance and processes, reduce costs and increase organisational efficiency and effectiveness.

The Resources Directorate teams have led on the delivery of several key initiatives across the council in the last year, including: -

- Leading the delivery of The Shropshire Plan through to Council approval in May 2022.
- Driving a coordinated overview of the organisation, resulting in the appointment of a strategic transformation partner and creation of a wider transformation programme across the Council for 2023 and beyond.
- Developing a repositioned Medium Term Financial Plan (MTFS) aligning our resources to support The Shropshire Plan, within the available budget for 2023/24
- Delivering Human Resources policy updates and development of the approved workforce strategy
- Developing a range of leadership tools in support of the 'Getting Leadership Right' programme, including service delivery planning and Personal Development Planning for staff.
- Reconfiguring the Legal team to better support the wider organisation and strengthen governance
- Supporting several peer reviews, including the Finance Peer Challenge, the Scrutiny review, and a peer review of Communications
- Updating the training offer for staff and Councillors, making it more accessible including expanding the on-line/digital training opportunities and supporting service teams to access and complete training

Some of the key work undertaken within the Finance and Corporate Resources Portfolio and details of the aims and objectives for the future are provided in the pages below.

Service areas included within the Resources Portfolio:

- Finance
- Revenues and Benefits
- Commissioning Development and Procurement
- Treasury management
- Corporate Policy
- Legal Services
- Democratic Services
- Elections
- Scrutiny
- Member Development
- Occupational Health and Safety
- HR Admin and Payroll
- HR Advice and Organisational Development
- Risk, Resilience and Insurance
- Programme Management
- Shropshire HR – Commercial Activity

3. Strategic Finance

3.1. Finance

- The Finance team delivered four quarterly updates of the financial strategy, significantly repositioning the MTFS outlook. This was supported by inputs from the review team from the LGA Finance Peer Challenge (June 2022).
- The MTFS provided the framework within which budget proposals were worked out and a more open and inclusive approach was taken, through which all service areas had close engagement in the setting of the budget and the necessary spending reductions it includes.
- Members of opposition groups were invited by the Administration to engage in the most open and transparent alternative budget process the Council had ever agreed to undertake, supported by staff across Resources and the wider authority.
- The budget for 2023/24 was presented to Council and agreed in March 2023, and set out the technical and legal details required for budget setting. The finance team provided the leadership and co-ordination of the budget process through the autumn period, developing on the work started in April 2022 as the impact of inflation across the global economy became apparent.
- The team also led the process of developing new reporting approaches and budget management tools to ensure that the council stands the best chance of success in delivering The Shropshire Plan through a balanced budget for 2023/24.

Aims & objectives for the future

- Despite the internal budget pressures being faced, the finance team had prepared and submitted the pre-audit accounts for 2022/23 by the national deadline of 31 May. This is 4 weeks ahead of last year, and a reduction in the available time to prepare the accounts of one third. (many councils did not achieve this deadline, so the team have performed exceptionally well.)
- The team will also continue to develop tools and reports to enable budget managers to gain insights into financial performance more easily and support the good financial management and monitoring of the council's budgets. The support to revenue services is subject to ongoing review to align available finance support to the priority areas of activity.

3.2. Revenues & Benefits

- Revenues and Benefits teams have secured further improvement in the collection rate for Council Tax, increasing it to 98.2% and hitting the stretch target for the year. Overall collection averaged £1m per day during the year, covering Council Tax (both for Shropshire Council, and for Parish and Town Councils and the Fire and Police authorities), and also business rates. This income forms the basis of more than 75% of council day to day funding, without which we could not function.

- Discretionary housing payments were made in excess of the published value of the grant – which is permissible, and the additional cost is passed to government to fund, and so maximises local benefit.
- The team have also supported the rapid disbursement to local residents of the energy costs grants provided by government, helping to mitigate the cost of living crisis.
- Plans for the coming year include delivery of similar household support payments and targeting a rapid approach to payment of these claims by using a greater level of automation in processing them. These schemes are a vital part of tackling rural inequalities

Aims & objectives for the future

- Several developments are in hand for the new year, including
 - Progressively stretching Council Tax collection rates from the current 98.2% towards 98.5%, and business rates collection from the current 98.7% towards 98.9%,
 - Reducing the time taken to process benefit claims
 - A new business rating list which will need to be included in the billing processes
 - Several new (national) schemes around transitional reliefs and business rates reliefs, to be implemented.
 - Local management of the Household Support Fund
 - Increasing the number of accounts where e-billing and payments are used
 - Increasing take up of direct debit payments for council tax
 - Changing the document imaging system, bringing software up to date and improving the experience and productivity of staff working remotely
 - Promoting customer self-service where appropriate and possible and enabling more contact to be digital
 - Maximisation of the billable taxbase (e.g. empty property reviews)

3.3. Treasury Management

- Treasury management includes the oversight of the Council's day-to-day cashflows, as well as its long term borrowing and investments.
- The Council currently has overall borrowing just under £400m, although £135m of this is 'internal' (ie through available cash balances). Reducing cash balances in recent years (e.g. exhaustion of COVID grants) mean that this it is likely that the council will soon need to take out borrowing externally. Current external borrowing is well within prudent limits and stands at c£250m (a combination of PWLB and market loans).
- The council currently has £73m invested, with a maturity structure of between 0 and 9 months, at average rates of 3.84% (weighted average).

Aims & objectives for the future

- Considering the ongoing volatility in the economic outlook, the treasury management team will continue to ensure that the council's banking and financial arrangements deliver the best value for money, taking account of the priorities of security before liquidity, and liquidity before yield.
- In terms of management, the team will transfer to the finance team, where its will be more closely aligned to day-to-day exchequer activity and capital programme estimation and funding.

4. Corporate Policy

- The Shropshire Plan was approved by Council in May 2022 and provides the golden thread for the organisation, linked to the MTFs, Workforce Strategy and Personal Development Planning process mentioned elsewhere in this report.

Aims & objectives for the future

- The Shropshire Plan will be kept under regular review with linkages made to policy development in the newly formed Office of the Chief Executive (OCE).

5. Legal and Governance

5.1. Legal Services

- Following appointment of a new Head of Legal and Democratic Services, a review and re-structure has been undertaken to ensure sufficient leadership capacity and to align support around delivery of The Shropshire Plan particularly in light of significant recent turnover within the service.
- Supporting the corporate governance of the Council and specific legal requirements of service areas, for the high-profile projects and extremely challenging planning applications.
- Responded to extremely high levels of demand for the child-care team in advising on safeguarding cases. The continuing high numbers and complexity of cases are not abating leading to significant budgetary pressures. A revised structure is now in place with some recruitment success for more junior staff who are already proving valuable in supporting experienced staff to manage their caseloads.

Aims & objectives for the future

- Consolidate the new structure and support and develop new staff to support service areas.
- Deliver a pilot with other local authorities in the West Midlands to create cost saving collaborative approaches.
- Review engagement of external lawyers with a view to seeking efficiencies and savings.

5.2. **Democratic Services**

- Recruited and developed new Members' Assistant.
- Played a very significant role in the delivery of the Council's responsibilities under London Bridge following death of HM Queen Elizabeth.
- Supported Scrutiny peer review.
- Delivering annual admission appeals process in the face of significant extra demand this year.
- Ensured effective participation of the public and Councillors by the live streaming of events.

Aims & objectives for the future

- Further develop the member training offer to include a mid-term programme
- Develop an effective member handbook

5.3. **Elections**

- Ongoing preparation to deliver reforms under the Elections Act 2022 e.g. voter ID including development of communications strategy.
- Staff trained and using new online portal to authorise voter authority certificates
- Supported several neighbouring authorities with local elections in May 2023 giving valuable opportunities to work on new reforms in action.
- Increased canvass rate of return for 2022.

Aims & objectives for the future

- Successfully implement communications strategy for voter id and other reforms.
- Train and support staff to complete the necessary work to implement parliamentary and local boundary changes when confirmed.
- Maintain and aim to further improve canvass return rate.

5.4. **Commissioning Development & Procurement**

- Undertaking exploration of different options for Agency Staff procurement.
- Developed further the Council's Social Value approach and offer linked.
- Led on the drafting and publication of the Council's Annual Anti Modern Slavery Statement and plan and the mandatory training of staff.
- Promoted the wider use of an electronic signature solution removing the reliance on paper and 'wet' signatures for contracts and associated documents.
- Initial development of Commissioning & Procurement approaches to Carbon reduction and contractors.

Aims and Objectives for the future

- Review of commissioning and procurement strategies considering The Shropshire Plan and Carbon reduction aims
- Complete the re-commissioning of Agency staff service provision.
- Review and updating of Annual Modern Slavery Statement and Serious & Organised crime action plans.
- Develop and implement Carbon Reduction outcomes within our Commissioning & Procurement processes.
- Prepare our processes to meet the new Procurement Regulations to be implemented in 2024.
- Enable the completion of a Social Value statement for the Council and develop further other SV initiatives

6. Workforce & Improvement

6.1. Occupational Health & Safety

6.1.1. Wellbeing update:

- In April 2022, the Communication and Wellbeing Teams joined Andy for his daily walk. In the [short film](#), Andy talks about his reasons for building a walk into his daily schedule and the physical and mental health benefits he has experienced as a result of doing this. He also encourages employees to do the same; get out in the fresh air, blow off the cobwebs and enjoy the outdoors.
- As part of our directive from the Chief Executive to promote local charity Share's Virtual two-day alcohol conference in May (19th and 20th), we ran an alcohol awareness session at the end of April with the organiser of the conference and one of its guest speakers.
- This session was recorded and will be put on our Wellbeing Pages for those that were not able to attend. During the session we also signposted to support (local and national) and resources including podcasts, books, and websites.
- We teamed up with HSBC to offer a free digital financial wellbeing package available to employees, which includes a rolling monthly programme of webinars and the opportunity to have a free half hour financial health check.
- A Cost-of-Living virtual hub was created for staff detailing information around travel, pensions, credit unions, unions, our employee benefits platform to support and signpost. The Money and Pensions Service ran a webinar in December 2022 on our behalf called 'Managing your Money in Uncertain Times' which explored the Money Helper website. This webinar was recorded.
- Healthy Lives Social Prescribing initiative launched in June 2022, along with a dedicated page on the Wellbeing Pages. Employees now have a

dedicated Healthy Lives Advisor. The initiative offers social, emotional, and practical support for a range of issues to help resolve wellbeing concerns such as weight management, social isolation or loneliness, low level mental health issues, smoking cessation, or community engagement.

- Line Manager Mental Health Awareness and Resilience training was delivered virtually and face to face.
- Physio Clinics have run for low level aches and pains to support employees. Two clinics ran in June and December 2022 and a further 4 clinics ran between January – March 2023 (6 in total – across the various office hubs in the county).
- An article and presentation were delivered to the West Midlands Employers to share the progress and initiatives with Shropshire around health and wellbeing.
- Wellbeing lunchtime drop-in sessions began in February 2023 in the various office hubs. The drop-in sessions comprise a Mental Health First Aider (MHFA), a Wellbeing Champion, and our employee Healthy Lives Advisor (Social Prescribing) - as a means of promoting our wellbeing offer and also giving employees the chance to speak in confidence to these three sources of support/resources. (Each session is attended by a different MHFA and Wellbeing Champion.)

6.1.2. Occupational Health Update:

- Flu vouchers-372 issued to staff. Distribution undertaken earlier to facilitate maximum length of protection for staff.
- Occupational Health undertook 771 management referrals for internal and external customers at the request of management to support employees who were experiencing ill health or were absent from work.
- 1270 pre-placement questionnaires undertaken under the Equality Act 2010.
- 21 Ill Health Retirement requests were progressed with the Independent Registered Medical Practitioners in line with the Shropshire Pension Scheme.
- The Occupational Health Team has also started to work with five new external clients

6.1.3. Health and Safety Update

- Crime Prevention advice and support around rough sleepers, antisocial behaviour and discarded drug paraphernalia within Shrewsbury and surrounding areas.
- Work to support council response and events relating to death of the Queen.
- Annual monitoring in the summer of health & safety standards on school construction projects.

- Asbestos programme of online training for schools rolled out – HSE are monitoring this autumn.
- Work on Cardinus system for training and risk assessment of Display Screen Equipment Users
- Health and Safety Policies and Arrangements were reviewed and updated.
- Progress on developing a system of collating and sharing data from several systems on Potentially Violent Persons and premises. A new System is to launch in 2023. Branded as Staff Protection register.

Jan - Dec 2022		
Health and Safety Training		
First Aid Training Courses delivered	No. of courses	50
First Aid Training Courses delivered	No. of delegates	366
Face to Face Training Courses Delivered	No. of courses	155
Face to Face Training Courses Delivered	N.o. of Delegates	898
On Line H&S courses accessed	N.o. of Delegates	2339
Advice and Intervention		
Site/Premise Visits	642	
Audits/Inspections	77	
Investigations	31	

Aims & objectives for the future

We will enable a safe and healthy and resilient workforce through:

- Providing professional and effective advice, guidance, training and monitoring on safe working practices and environments to all service areas considers new ways of working, changes in guidance and accident data.
- Working with the Intergrated Care System to develop a system wide employee wellbeing initiative for our health and social care workforce.
- We will continue to provide supportive health, wellbeing, and resilience interventions to our employees through our Wellbeing Plan.
- Develop our Shropshire HR/OHS brand to be flexible to meet customer's needs, reasonably priced, etc
- Health and safety premises inspections/interventions
- Roll out of mandatory Display Screen Equipment Workstation Assessment training for office, home and hybrid workers.
- We will provide access to occupational health support

6.2. HR Admin & Payroll

- Continued resource provided to support the Council, Maintained Schools, Academies and external customers with all aspects of HR Admin and Payroll associated queries, tasks and development.

- Many internal processes were reviewed, to support the ongoing changing state of the Council, and its requirements to ensure that efficiencies are identified for the end-user. Work allocations are constantly being reviewed, as a direct consequence of “Getting it Right” (GIR) and “Getting Leadership Right” (GLR).
- Recruitment activity remained high throughout the year, with the Council experiencing the same national issues all employers are facing with difficulty in recruiting. Many service areas have continued to require additional support with recruitment activity, which the team have taken steps to streamline, and provide greater visibility, and real time updates to managers.
- Internal demand, and ERP system issues highlighted in the Payroll Audit have required substantial support from the team to support corporate and Schools staff in using ERP system to ensure staff are paid correctly. Many system processes remain under review alongside the identification of any possible system improvements. Significant time and resource have been invested in resolving several processes and areas of the system that weren't accurate or working as expected, with focus being made on end-user experience. This work remains ongoing as part of the wider ERP review.
- Recruitment undertaken to vacant roles, and to ensure team staffing levels were based on customer (internal and external) needs. Internal decisions made surrounding the pay structure and salary sacrifice schemes generated significant additional work for the team and will need to be factored into future staffing reviews.
- Commercial activity has been limited due to the internal pressures the team faced. During this time, service offerings have been reviewed and costed accordingly. Opportunity for future commercial activity will need to be prioritised.

Aims & objectives for the future

- Develop commercial offering and work alongside suppliers.
- Continue with process reviews and support the wider organisation with GIR and GLR at the forefront of all activity.
- Recruitment and retention (links with HR Advice & Organisation Development), attract, hire and retain individuals – development of ‘Shop Window’ to increase our Employer brand as an attractive employer to work for via our recruitment website, onboarding, development and for those wishing to leave have a positive off-boarding (exit) process.

6.3. HR Advice & Organisation Development

- Getting Leadership Right (GLR) Programme – 252 senior managers have commenced phase 1 (October 2022 – July 2023) of our new GLR Programme to develop and address our managers in delivering the

aspirations of The Shropshire Plan. Further cohorts planned from Autumn 2023

- New Ways of Working – removal of the home worker allowance (temporary until 31 March 2023); creation of Hybrid Strategy, Hybrid Policy and new staff categories (office based, Hybrid or permanent home workers)
- Policy Development – Apprenticeship, Disciplinary, Notice Periods, Code of Conduct, Recruitment, Probation, Domestic Abuse, Adverse Weather, Grievance, Flexible working and Hybrid Policies all revised or newly created to support our workforce and future ways of working.
- Introduction of Additional Voluntary Contributions (AVC Wise) Salary Sacrifice Scheme for staff.
- Changes to the Pay and Grading structure (schools and corporate) from April 2023 in line with national employer and TU agreement. This also included increasing annual leave entitlement.
- Reorganisation and Recruitment – Supported in the region of 20 organisational changes in the last 12 months. Supported and advised 10 schools on the process of recruiting a new Headteacher during the current academic year
- Worked collaboratively with colleagues from the Education Improvement Team to provide the senior leadership team (Chair of Governors and Assistant Head Teacher) with dedicated HR support across a variety of complex HR casework challenges. This included coaching the newly appointed Assistant Head Teacher, prior to, during and since a Section 8 Ofsted inspection.
- Developed and delivered ‘Line Manager Essentials’ training to Schools and Academies
- Upskill – total of 59 apprentices undertaken in the last financial year. 41 Corporate and 18 in Maintained schools. Three levy transfers = 1 x Hospitality, 2 x Residential Care

Starts by directorate:

Directorate	Starts – Professional Development	Starts New Recruits	Total No. of Starts
People	16	1	17
Place	8	0	8
Health, Wellbeing and Prevention	2	0	2
Resources	6	8	14
Schools	11	7	18
Total	43	16	59

Aims & objectives for the future

- Continue with the development and embedding of GLR across our managers and workforce within the organisation. GLR will equip our staff to tackle the challenges they face within their service / team and organisationally.
- Support our customer base both internally and externally (including Schools) with their HR Advice and Organisational Development needs.
- Increasing employee engagement and productivity by providing opportunities for skills development and career growth via our Apprenticeship-First approach and Talent Academy.
- Increase employee engagement by enhancing and communicating our pay and rewards offer i.e. staff awards, terms and conditions and policy development – staff foster carers leave policy.
- Recruitment and retention (links with HR Admin & Payroll), attract, hire and retain individuals – development of ‘Shop Window’ to increase our Employer brand as an attractive employer to work for via our recruitment website, onboarding, development and for those wishing to leave have a positive off-boarding (exit) process.

6.4. Risk, Resilience & Insurance

- Reviewed and modified the Opportunity Risk Management Strategy to reflect organisational changes. [january-2023-orm-strategy.pdf](http://shropshire.gov.uk/january-2023-orm-strategy.pdf) (shropshire.gov.uk) (All priorities).
- Completed the move of all operational, project and strategic risks into SharePoint together with the development of PowerBI reporting to provide live data and status of our entire risk environment. This enables risk owners to be accountable for their risks and the ability to review, monitor and amend risks when required (All priorities):
 - 15 strategic risks – reviewed and reported on bi-annually (June and December).
 - 126 operational risk registers containing a total of 1,339 operational Risks – reviewed and reported on bi-annually (May and November).
 - 1056 project risks across 73 project/programme risk registers – reviewed and reported on for project board meetings.
- Enhanced our business continuity management arrangements with tactical plans for HR (Human Resources), Finance, Assets & Estates, Adult Social Care and Children’s Services (All priorities).
- Maintained and enhanced the Business Continuity Group comprising senior managers to consider business continuity impacts and the management of these to sustain business and service provision (All priorities).
- The team continue to be involved in the activities of ALARM, Embrace Risk (national risk management organisation) both nationally and regionally, which puts the authority at the forefront of risk management for developing

best practice. Jane Cooper is current Chair of the Midlands ALARM Steering Committee and sits on the board of ALARM (All priorities).

- At the ALARM National Conference, the team were shortlisted for four of the eight national awards winning three of these. [Risk Awards | ALARM \(alarmrisk.com\)](#)
 - Resilience Planning Award (response to concurrent events and managing business continuity)
 - Team of the Year Award (recognition of outstanding contribution to risk, insurance, and business continuity)
 - Risk Professional of the Year (Jane Cooper). As a result of winning Professional of the Year, Jane Cooper is sponsored to represent the United Kingdom, Shropshire Council and ALARM at the PRIMA (risk management) conference in California in June 2023.

Aims & objectives for the future

- We will review our Business Continuity Programme and all relevant plans (overarching Strategic Business Continuity Plan, Tactical Plans and Business Impact Analysis/Service Recovery Plans) taking into account lessons learnt from Covid-19 and considering cyber preparedness.
- We will assess how our strategic risk exposure aligns with the Shropshire Plan to ensure we deliver against the priorities and mitigate associated risks.
- We will demonstrate our credentials in relation to the ESG agenda (Environmental, Social & Governance).
- We will articulate and implement our Risk Appetite Model.
- We will articulate and implement our Risk Maturity Model.
- We will assess the appetite to deliver a Shropshire Resilience Conference in 2024 which will be open to all local businesses and include speakers and exhibitors to support resilience and recovery arrangements for local businesses.

6.5. Programme Management

- Following the adoption of The Shropshire Plan in May 2022, significant work was undertaken to commence the Council's transformation journey.
- An initial Target Operating Model Programme of 60 projects was developed, categorised into five cross Directorate themes, each Sponsored by a member of the Executive Management Team.
- A Strategic Transformation Partner (STP) was appointed in February 2023, to support us to:
 - Address the immediate financial challenges
 - Think, plan for, lead and deliver the vision and outcomes set out in The Shropshire Plan.
 - Maximise our capabilities and technology investments.

Aims & objectives for the future

- Service Plans, detailing how teams will deliver the Shropshire Plan (and how outcomes will be measured) are being developed in 2023/24. This then supports creation of Personal Development Plans for each member of staff.
- Office of the Chief Executive (OCE) to be set up in early 2023/24 to act as the 'engine room' of the Council. The OCE will be staffed by a combination of Council and STP resources working on a matrix basis. The OCE will be led by the new Assistant Director for Efficiency and Transformation from mid-June 2023.

6.6. Shropshire HR – Commercial Activity

- Leadership Conference in November 2022 was attended by over 200 delegates from education, health, charity, industrial sectors. Next event is scheduled for 16th April 2024.
- Generated commercial income of over £160,000 from our external customers relating to either PAYG or annual contracts of services, bespoke HR OD programmes and training events. This figure includes the income generated from the Leadership Conference.
- New contracts for health surveillance established with SME's in Shropshire.

Aims & objectives for the future

- Continue to improve the service offer to external customers as well as developing new business opportunities.

6.7. Scrutiny

- The past year has been of openness to challenge and learning. The Centre for Governance and Scrutiny (CfGS) were invited to carry out a Scrutiny Improvement Review in response to concerns shared by some Members. They carried out the review in the Autumn 2022, with the final report received in January 2023.
- During 2022/23 investment was made into Overview and Scrutiny at the council with the appointment of an experience Scrutiny Manager (also the Statutory Scrutiny Officer) and recruitment in to a second Overview and Scrutiny Officer post.
- Since the CfGS report was received a range of actions have been developed collaboratively across all groups, with a clear emphasis on enabling Overview and Scrutiny to operate differently and to engage and involve Members:

- New committees have been agreed that reflect the priorities in the Shropshire plan
- The Constitution has been reviewed to bring it in line with the new committees and to ensure that it is up to date to enable the committees to move forwards.
- Work programming by each committee has got underway, with a strong emphasis on Overview and Scrutiny adding value to Shropshire communities and the council through their work, informing decision making as well as holding decision makers to account.
- Overview and Scrutiny working has been looked at to identify opportunities for Members to be supported to do the work, including through a clear focus on fewer more strategic topics that are investigated between committee meetings e.g. by Task and Finish Groups

Aims & objectives for the future

- The continuous Improvement of Overview and Scrutiny will be owned by the Members and supported by officers. The new working arrangements will be reviewed after 6 months of operation, in December 2023. The findings of the review will be used to inform changes and improvements for the coming year, and this will mark the start of an annual process of review, which will include a survey of Members and officers to get their feedback and ideas.

List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)

Local Member: Gwilym Butler

Appendices

None