

Agenda



Performance Scrutiny Committee - Partnerships

Date: Wednesday, 25 April 2018

Time: 5.00 pm

Venue: Committee Room 1 - Civic Centre

To: Councillors M Rahman (Chair), D Davies, Y Forsey, R Hayat, M Linton, S Marshall, R Mogford, T Suller and K Whitehead

Item

- 1 Agenda in Welsh (Pages 3 - 4)
- 2 Apologies for Absence
- 3 Declarations of Interest
- 4 Minutes of the Meetings held on 28 February and 12 March 2018
(Pages 5 - 14)
- 5 Shared Resource Service Update (Pages 15 - 34)
- 6 Public Services Board Scrutiny - Recommendations Monitoring
(Pages 35 - 42)
- 7 Forward Work Programme Update (Pages 43 - 48)
- 8 Evaluation of Meeting

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Date of Issue: Wednesday, 18 April 2018

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Agenda

Pwyllgor Craffu ar Berfformiad – Partneriaethau

Dyddiad: Dydd Mercher, 25 Ebrill 2018

Amser: 5 y.p.

Lleoliad: Ystafell Bwyllgora 1 – Canolfan Dinesig

Y Cyngorwyr: M Rahman (Cadeirydd), D Davies, Y Forsey, R Hayat, M Linton, S Marshall, R Mogford, T Suller and K Whitehead.

Eitem

1. [Agenda yn Gymraeg](#)
2. [Ymddiheuriadau am Absenoldeb](#)
3. [Datganiadau o Fuddiant](#)
4. [Cofnodion y Cyfarfod a 28 Chwefror a 12 Mawrth 2018](#)
5. [Diweddariad o'r Gwasanaeth Adnoddau a Rennir](#)
6. [Craffu Bwrdd Gwasanaethau Cyhoeddus - Monitro Argymhellion](#)
7. [Diweddariad o'r Flaenraglen Waith](#)
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Minutes



Performance Scrutiny Committee - Partnerships

Date: 28 February 2018

Time: 5.00 pm

Present: Councillors M Rahman (Chair), D Davies, Y Forsey, R Hayat, M Linton, S Marshall, T Suller and K Whitehead.

In Attendance: Rhys Cornwall (Head of People and Business Change), Mary Ryan (Corporate Safeguarding Manager), Sally Jenkins (Head of Children & Young People Services), James Harris (Strategic Director – People) and Elizabeth Blayney (Senior Overview and Scrutiny Officer).

Apologies: Councillors R Mogford

1 **Declarations of Interest**

None

2 **Minutes of the Meeting held on 10 January 2018**

Invitees;

- Rhys Cornwall (Head of People and Business Change)

The minutes of the Meeting held on 10 January 2018 were considered, and a verbal update was provided from the Head of People and Business Change. At the previous meeting, Members had requested feedback on the partnership work in Pill, specifically the approach the partnership had used to identify issues and need for this area, the work that had been undertaken to provide solutions and whether it would be a suitable approach to use for other areas.

The Officer advised the Committee that The Pill work is reported through the Single Integrated Plan monitoring that Scrutiny receive. And in the new draft Wellbeing Plan, there is a proposed intervention of 'Strong Resilient Communities' Developing a place based approach with local communities that consider the long term needs alongside the short term needs and assets of that community. Working in collaboration with the community and a range of organisations. Identifying assets and needs and empowering local people to lead and develop their local community. Under this intervention, the PSB would anticipate the development of a place based approach as described.

The Committee thanked the Officer for providing the update.

Agreed:

The minutes of the Meeting held on 10 January 2018 were approved as an accurate record of the meeting.

3 **Education Achievement Service Business Plan 2018-2021**

The Chair advised the Committee that due to the weather conditions, the EAS representative was unable to make the meeting, so the item would be postponed. Due to the Committees comments being reported to the Cabinet meeting on 14 March, the Committee would need to meet within the next week. The Senior Overview and Scrutiny Officer would advise the Committee of the date as soon as possible.

4 **Draft Violence against Women Domestic Abuse and Sexual Violence Strategy**

Invitees:

- Mary Ryan – Corporate Safeguarding Manager
- Sally Jenkins – Head of Children & Young People Services
- James Harris – Strategic Director - People

The Head of Children & Young People Services presented an overview of the Strategy to the Committee, and advised that Newport were the lead authority in Gwent for this work, and had been since 2015. The Corporate Safeguarding Manager was responsible for the team in Llamau, and who had received a high amount of praise from the number of initiatives run. Regional work was an enormous challenge with the competing demands, the number of providers and sectors however there was excellent work being undertaken.

The strategy was in draft form, the timeframe had been amended to 2018-23 in line with the Wellbeing plan, as this would be monitored as one of the elements within the plan.

A full list of the Partnership Board Members were included within the report, and included the 5 local authorities, the Police, Health Boards and a number of other organisations. From the beginning there had been consultation with survivors which had helped develop the strategy. In November 2017, the partners hosted the first All Wales conference which launched the strategy for consultation.

Training had been organised in different ways, via online training for staff and face to face training with professionals and organisations. Focus groups had been used to look into and gather information on specific areas. The Officer acknowledged that a weakness within the strategy was the low consultation rates in male survivors; there was a work plan in place to address this.

The Members asked the following:

- Members commended the intentions of the initiative of the plan, and asked how success would be measured. Some success would be measureable, there was currently a training pilot being run making sure that all professionals have the awareness and skills how to ask the right questions. The measure was of the experience of those who come through the service being better supported, and the team were better able to ensure that people can stay safety in their homes. There was a need to be aware that figures on reporting would likely increase in the first instance, but in the long term (10 to 15 years) success would be measured through a decrease in this figure. The more professionals that undertook the training, and were more able to ask the right questions and have the right skills to properly respond in situations of domestic abuse. Many of the outcomes mirrored those for the Social Services and Wellbeing Plan
- The evidence base and context provided within the report was commended.

- Were the Partners confident that there were sufficient resources to implement the Strategy? The partnership had funding for the team to develop sub groups however this funding would cease at the end of March 2019. The Partnerships was aware that there were resource implications which would need to be worked through.
- The Head of Service advised that although this is an area of work was a priority for all authorities, it was not statutory funded. The provision would be a continual challenge and it was important for all partners to know their role in the strategic plan. There were issues with ongoing funding, which could not solely be sourced from Welsh Government or the Councils, but through a wider network of partners, including Health. This did present a challenge, and partnership working collaboratively would be the key to successful implementation.
- Members were interested in finding out what links had been made out in the community, as Newport is a diverse city, and also how can people in cultural organisations be reached. Members were advised that BAWSO (Black Association of Women Step Out) were the main partner who help to give access to different ethnic groups and also went wider into the community to engage them in the strategy. These ranged from small local groups to large member organisations.
- Had the number of abuse cases risen over the last 10 years, and were there any known reason why this was happening. Members were given information that in 2015/16 there were 129 high risk caseloads, 151 in 2016/17 and 114 for the half year figures and it was important to get to cases a lot earlier through engagement. 135 children were included in those families. The Police and Public Protection Team in Gwen had launched a Safeguarding Team. Work had been done to streamline the case review process to amalgamate three reviews for separate areas into one coherent review. As to the reasons for the increase in reported abuse, it was difficult to pin point the reasons due to the complexity of the issue.
- Members queried if countering drugs and alcohol formed part of the strategy. The strategy overlapped with the Substance Misuse Team in Gwent which are financially supported separately with significant resources, which was not the case for this strategy.
- How would this strategy be monitored and moderated on a regional and local level. Each Local Authority, and partner organisations had to sign off on the strategy, and progress would be reported back to the Councils, via the Scrutiny arrangements. In terms of specific actions, this was overseen by Quality Assurance Team, who would be presenting a Safeguarding report to Scrutiny annually, which would give another opportunity for Members to consider the work taking place in this area. Strategic Equalities Committee also had a role in looking at this area. The intention for the future was to align the reporting to make sure it was streamlined as to not create unnecessary work – this referenced aligning the reporting timetables for Scrutiny, Regionally and the Equalities Committee.
- What was the relationship with the Courts? Procedures to make the system effective, but supportive of the victim, recognising the difficulty for the victim to give evidence. The changes represented small steps but were all positive progress. Significant progress had been made for children, with the strict and clear use of advocates, video links and the court had been designed by young people.

- Members asked for clarification of the links with the Public Service Board. Members were advised that as the lead authority and there was role in terms of quality assurance on how this was implemented.
- There was currently no Member on the regional Adoption board or the Violence board so it may be useful to consider, but the Deputy Leader for the Council chairs the Strategic Equality Group.
- It was asked if the figures of abuse were higher in Newport or if it was similar across the board. Members were advised due to the high populations Newport and Caerphilly were highest, but the high risk cases in Newport were very complex due to its size and diversity.
- In response to queries regarding the provision of the training, Members were told that the training had been developed through Welsh Government, with the first stage being done online and all Council staff being required to undertake the training which should increase awareness. The level of training was dependent on the nature of the role.
- The Officer advised the Committee that they try to ensure there is always a specialist teacher in the class room based training, alongside a Health colleague. There would also be training events to be held. The Committee were also advised that there is a support mechanism in place for those affected by the training.
- It was asked if the training would be available for Members, as it was important for them as representatives of their communities to know how to support and signpost residents. It was also asked if the training has been done in different languages. Members were advised that the training is for all staff, and currently the training is all English however it could be done in different languages if necessary.
- Regarding the gap in responses from male survivors, Members were advised that numbers were currently low however the Partnership was aware of this gap and was looking to improve how to engage further with male survivors, possibly with focus groups and additional training to staff. There were a number of national programs in place to help awareness, and it was hoped that over the next 5 years awareness would be built on a number of elements as it will be very clear where to signpost.
- Partners were working with feeder groups, as well as a large number of 3rd party sectors and housing providers. Since Newport took the regional lead in 2014 it was needed to look at how it could be managed.
- Members asked how the strategy would be approved, and were told that once the strategy had been agreed, it could then be taken forward with partner agencies, but it would need to go to Welsh Government in May 2018. It was also advised that the delivery of the strategy would be over 7 years; however it could be brought to scrutiny whenever the committee wishes from 1 year onwards.
- It was asked if best practice had been shared. The Committee were advised that best practice had been shared at a regional level, and mentioned that each local authority has a member on the board. Members were also advised that the Chair of the

Strategic Delivery Group sits on the Partnership board, and the same organisations are representatives on the partnership board as well as the delivery board.

The Chair thanked the officers for attending and they were excused from the meeting. The Committee considered the evidence gathered through questioning the officers on the strategy and agreed to make the following comments to the Cabinet for consideration:

Comments to the Partnership Board:

- a) The Committee commends the Partnership Board on the extensive evidence base outlined within the strategy, which provides a solid foundation and context to the development of the strategy. The aspiration of the strategy is clear and well-articulated.
- b) There are many positive elements of the work being undertaken that were outlined in the strategy, including:
 - The training programme being used to educate at all levels;
 - Single review process demonstrated partners working together to address and resolve issues.
 - Large number of third sectors representing a range of cultural and ethnic groups demonstrated the partners were consulting with a wide range of communities.
 - Demonstration of positive working relationships with police and the courts which was resulting in better practice being adopted, particularly relating to family courts. This was having a positive impact in supporting and helping victims.
- c) The Committee had concerns relating to the implementation of the strategy to raise with the Partnership Board for consideration:
 - **Resources** – it is unclear how the partners will ensure adequate resources to implementing this strategy, as the Council was not in a position to allocate resources. Concern that there would be a rise in high risk cases, which could exacerbate resourcing issues in the future. The success of this would require a collaborate approach to resources to ensure sustainable funding.
 - **Measurability** – It was not clear how success would be measured based on the information in the strategy. The Committee suggests that more information on how success will be measured should be included in the strategy as it provides context to how the strategy will be implemented, and makes it is clear what each of the partners on the Board are supporting through the strategy.
 - **Note there is a gap in the responses from with male survivors.** The Officers were aware of this gap, and the Committee were satisfied that the Board has a plan and a work stream to address this. The Committee noted that this was an area that they would be focusing on when monitoring the implementation of the strategy in the future, and asked that the progress on addressing this be outlined in the update brought back to the Committee.
- d) The Committee asked to receive the Delivery Plan for the implementation of this strategy once it had been agreed. This would be for information purposes and circulated via email to the Committee.

Comments to the Cabinet

- e) **Monitoring arrangements** – Noting the statutory role of the Local Authority for this strategy, the Committee agreed to include an update on this on its work programme for a years' time, to assess the progress of its implementation and how it has impacted on Newport. When this update is presented to the Committee, it was requested that Representatives from the Partnership Board be invited to attend alongside the Officers from NCC.
- f) The Committee discussed whether it would be beneficial for there to be Member representation on the Partnership Board to ensure support at an Elected Member level for the implementation of the strategy. The Committee **recommends** that the Cabinet and the Officers on the Board consider whether this would be beneficial and appropriate.
- g) The Committee **recommends** that the Council nominates a Member Domestic Abuse Prevention Champion who can champion and promote the work within this area. This nominated Member would then be invited to attend the Performance Scrutiny Committee – Partnerships when this matter is considered in the future.
- h) The Committee **recommends** that the training outlined that had been provided for Council staff be rolled out to all Members of the Authority. Elected Members were key links with their communities and any training that would equip Members to support their community would be useful.

5 Forward Work Programme Update

The Senior Overview and Scrutiny Officer presented the Forward Work Programme to the Committee in particular the items scheduled for the next two meetings.

Agreed:

The Committee endorsed the proposed schedule for the next two Committee meetings and confirmed the topics to be considered.

The Senior Overview and Scrutiny Officer agreed to circulate the material from the training session on SRS that the Committee undertook in September prior to the next meeting.

6 Evaluation of the Meeting

The Committee discussed and evaluated the meeting in terms on the content of the reports on the agenda and how the meeting was conducted. Members agreed that it had been helpful to gain an overview of the issues surrounding domestic abuse, and commended the Authority for taking the lead in this area.

In terms of numbers of items on the agenda, the Committee commented that if the EAS item had not been postponed the meeting would have been too long, as they were both large items that warranted time and attention. It was confirmed that where possible, the number of agenda items would be kept as low as possible to allow the Committee sufficient time to undertake their role effectively.

The meeting terminated at 18:25.

Minutes



Performance Scrutiny Committee - Partnerships

Date: 12 March 2018

Time: 5.30 pm

Present: Councillors M Rahman (Chair), Y Forsey, R Hayat, S Marshall and T Suller

In Attendance: H Davies-Edwards (Principle Challenge Advisor), S Morgan (Chief Education Officer) and E Mulligan (Democracy and Communications Manager)

Apologies: Councillors D Davies, M Linton, R Mogford and K Whitehead

1 Declarations of Interest

None.

2 Educational Achievement Service - Business Plan 2018-2021

Attendees;

- Sarah Morgan – Chief Education Officer
- Hayley Davies-Edwards – EAS Principal Challenge Advisor

The Chief Education Officer and the Principal Challenge Advisor for EAS presented the report to the Committee and gave highlights of the current successes and actions going forward. It was advised that even though the plan was regional, aspects were specifically focused upon Newport, as outlined in the authority-specific annex provided.

The Committee asked the following:

- In relation to progress against actions identified by Estyn, Members asked whether the aims of the plan were aspirational enough. In relation to the terms used by Estyn to evaluate progress, 'Strong Progress' was aimed for in every term. EAS would be satisfied with a 'Satisfactory' half way through the year but aspiration towards end of the year would be to make strong progress. The Advisor would provide the Committee with further information regarding the progress evaluation if requested.
- In response to a question, it was explained that EAS did not hold any statutory powers, however the Chief Education Officer had powers to issue warning notices and legal documents to school, which set out targets of improvements and timescales of expected movement. The Chief Education Officer could also add additional School Governors to the board, or as a last resort could apply to the Local Authority's Cabinet to take powers away from governing bodies.

Members asked what support was available for staff within schools from EAS. Members were advised that the wellbeing of teachers was the overall responsibility of governing bodies. Governor Support was high on EAS's agenda, and there was also a wellbeing program for teachers and head teachers. The EAS Challenge Advisor should monitor this with the Head teacher, and be part of discussions with the Head

on staff well-being and development. Training activities had been designed to help teachers be more effective in their roles. It was also advised that there was now a regional workload forum with Headteachers from the whole region.

- In response to a question about the consistency of setting targets, it was explained that the work of the Challenger Advisors was quality assured, both through paperwork and joint visits. This was also monitored through regular meetings between EAS and the Chief Education Officer, to consider accountability to the local authority and any instances where there were variances with the challenges provided through EAS.
- It was asked if the number of days a Head Teacher is out of school is monitored. It was advised that there is no statutory guidance, however out of respect and common courtesy Heads should let the local authority know when they are out of the school. Work was being undertaken on a protocol to how this can be recorded.
- In response to a question about Head Teachers providing support to schools outside Newport / the EAS area, it was explained that the governing body would be responsible for authorising this, and it was often necessary, and beneficial, for Head Teachers to share expertise further afield, and vice versa, especially as Newport is a relatively small area where the Heads all know each other well.
- In response to a question about target monitoring, Members were advised that a self-evaluation plan was included in the business plan, and there was also a calendar of events and key points of the business plan delivery, which could be sent to the Committee,. Challenge Advisors met once a term to make judgements of how close the Council were to achieving targets. FADE (Focus, Activity, Do, Evaluate) reports were sent to the Leadership team every 2 weeks.
- In response to a question about in-year changes to the plan, the Committee were advised that if the change was small and did not affect school funding, EAS would authorise the change. If it was felt a process needed to be fundamentally changed e.g target setting, it would go to the regional Director's Group, with the Chief Education Officer representing the Council. Members were also advised that the self-evaluation included in the business plan showed how the EAS scrutinised itself.
- The Committee raised concerns over the potential reductions to funding for English as an Additional Language (EAL) and how the loss of the EAL grant would be covered. It was advised that negotiations are still taking place although 30% reduction in the Multi-Ethnic Achievement grant was anticipated. The impact of this on Newport was unknown at this stage. Pending the final decision on this funding, the committee recommended a Report be requested by the relevant scrutiny committee to monitor the impact of any changes to funding levels in this area.
- The Challenger Advisor told the Committee of a project being run in Newport which was focused within Pill and Maesglas. The Heads worked together to discuss the best way to greet children who have potentially been moved from different countries and who do not necessarily speak English. The result was the New Arrivals project, which was a collection of resources such as sound cards for different languages. The Advisor advised this was available to the Committee on request.
- In response to a question about charges made to schools, it was advised that details were not in the report, but could be made available to the Committee on request. The charges were very limited, and charging only occurred when there were no grants to cover the costs. The majority of courses were nil charge. The EAS had not been told of any confusion within costing and charging for training within schools.

- While the level of training provided through the Challenge Advisor team had increased, the Advisor would need to check on the level of training provided by the Governors Support team. It was advised that all statutory governor training would be E-learning. Welsh Government had highlighted the importance for blended learning, as this was best practice.
- Members spoke of the need to ensure that there was an equal balance to hold training courses in Newport, as comments had been made in Governors Forum that some people found it difficult to travel to other authorities. The Officer advised that training courses in Newport were held in Newport High and Llanwern High. The aspiration was to move to more E-learning.
- The length of time a Chair of Governors could be in office was queried. It was advised that there was no fixed period under legislation, but this would be a matter for discussion with the school and the Challenge Advisor.

The Chair thanked the officers for attending and they were excused from the meeting. The Committee considered the evidence gathered through questioning the officers on the strategy and agreed to make the following comments to the Cabinet for consideration:

Conclusions

Following its consideration of the EAS Business Plan and local authority annex, the Committee had no specific concerns to raise about the content of the planned activity and targets, and was satisfied that the appropriate processes were in place to monitor progress. The committee were pleased to see the ongoing positive partnership between the EAS and the Local Authority, both locally and regionally. The committee were also pleased to note the numerous examples of best practice from Newport being shared across Wales and further afield.

The committee supported the protocol being developed to monitor the number of days dedicated by senior teaching staff to sharing best practice, to ensure balance between this and maintaining performance within their own schools.

The committee raised concerns over the potential reductions to funding for English as an Additional Language. Pending the final decision on this funding, the committee recommended a paper be requested by the relevant scrutiny committee to monitor the impact of any changes to funding levels in this area.

In following up on the discussion, the committee requested a copy of the self-evaluation timetable referenced in the report. The committee were also interested to receive further details of the new arrivals project cited as best practice.

The meeting terminated at 7.30 pm

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Scrutiny Report

Performance Scrutiny Committee - Partnerships

Part 1

Date: 25 April 2018

Subject Shared Resource Service Monitoring Update

Author Overview and Scrutiny Officer

The following people have been invited to attend for this item:

Invitee:	Area / Role / Subject
Rhys Cornwall	Head of People and Business Change
Mark Bleazard	Digital Services Manager
Matt Lewis	Chief Officer Shared Resource Service

Section A – Committee Guidance and Recommendations

1 Recommendations to the Committee

The Committee is asked to:

1. Consider the update on the Shared Resource Service Partnership Arrangements for IT service delivery at the end of the first year;
2. Determine if it wishes to make any comments to Cabinet / Council.
3. Determine if ongoing monitoring of this partnership is necessary as part of the Committee's work programme for next year.

2 Context

Background

2.1 Following a Scrutiny Review of IT services the Cabinet accepted the Recommendations of the Community Planning & Development Scrutiny Committee on 14 March 2016 to:

- accept the Scrutiny Committee's preferred option of developing a detailed business case for a partnership with the Shared Resource Service
- agree in principle the preferred option for Newport City Council to establish a collaborative public sector partnership with the SRS and to provide update reports to the Cabinet
- delegate authority to the Head of People & Business Change and Statutory Officers to develop a final business case for the preferred option, to establish a collaborative public sector partnership with the SRS
- delegate authority to the Head of People & Business Change and Statutory Officers to implement the preferred option to establish a collaborative public sector partnership with the

SRS, subject to the arrangement being financially viable and operating to at least the financial requirements stated in the Part 2 report. The arrangement will also be subject to not falling below the expected benefits as detailed within the Business Case
(A link to the Cabinet Report held on 14 March 2016 and Minute is included in Background Papers in Section 8 of this report.)

Following further development of the business case, Newport's IT Service formally joined the Shared Resource Service on 1 April 2017. The Shared Resource Service (SRS) is a collaborative ICT provision in South East Wales that comprises Gwent Police Authority, Monmouthshire County Council, Torfaen County Borough Council and Blaenau Gwent County Borough Council.

Previous Consideration of this item

- 2.2 At its meeting on 26 July 2017, this Committee requested briefings on all of the partnerships within the remit of the Committee, to enable Members to have an understanding of the partnerships prior to any scrutiny being undertaken. Subsequently this Committee received a briefing upon the Shared Resource Services at its meeting on 4 October 2017. ***(A link to the Performance Scrutiny Committee – Partnerships Report held on 4 October 2017, the Training Presentation and Minutes is included in the Background Papers in Section 8 of this report.)***
- 2.3 The Committee also approved its Forward Work Programme on 26 July 2017 to include an Update report upon the Shared Resource Service since its inception in April 2017. ***(A link to the Performance Scrutiny Committee – Partnerships Report held on 26 July 2017 and Minutes is included in the Background Papers in Section 8 of this report.)***

3 Information Submitted to the Committee

- 3.1 The Shared Resource Service Update is attached as **Appendix A** to this report and includes the following sections:
- Background
 - Performance Information
 - Governance Arrangements:
 - SRS Governance Arrangements;
 - NCC Governance and Client Management Arrangements.
 - Progress Update
 - Investment Objective Update

4. Suggested Areas of Focus

Role of the Committee

The role of the Committee in considering the report is to:

- Assess the update upon the SRS's progress to date particularly on delivering the Investment Objectives
- Assess and make comment on:
 - The progress being made by the SRS in delivering the investment objectives identified as being more important than others, namely: **1; 2; 3; 4; 8 and 11;**
 - The extent to which investment objectives that remain outstanding are being addressed and any risks mitigated;
 - Whether there are any barriers to delivering the investment objectives.
- Conclusions:
 - What was the overall conclusion on the information contained within the reports?
 - Is the Committee satisfied that it has had all of the relevant information to base a conclusion on the delivery of the Investment Objectives by the SRS?
 - Do any areas require a more in-depth review by the Committee?
 - Does the Committee wish to make any Comments to the Cabinet?
 - What are the requirements for ongoing monitoring of SRS on the Committee's work programme?

Suggested Lines of Enquiry

4.1 In evaluating the SRS's progress in delivering the Investment Objectives included in **Appendix A**, the Committee may wish to consider:

- What is the overall view of the SRS's progress in delivering the Investment Objectives at this stage?
- What is planned to progress investment objectives that are outstanding at this stage?
- Whether there are any barriers to delivering any investment objectives?
- How effectively the Shared Resource Service partnership arrangement is working?
- For those objectives not met within timescales, what mitigations are in place to enable the SRS to complete them and within what timescales?
- Whether the Committee wishes to receive a further monitoring report in 12 months?

Section B – Supporting Information

5 Supporting Information

Guidance for Local Authority Scrutiny Committees on the scrutiny of Public Services Boards issued by Welsh Government in August 2017:

- 5.1 *“Research into the practice of collaborative or joint scrutiny in England and Wales identifies that arrangements are effective when they demonstrate the following characteristics:*

Characteristics of effective partnership scrutiny

- Scrutiny regards itself as a form of ‘critical friendship with positive intent’ in which scrutiny practitioners act as advocates for the success of joint working.
- Collaborative performance is evaluated from the citizen’s perspective.
- Strong efforts are made to understand the complexity of partnership arrangements and to facilitate learning about the culture and assumptions of different organizations.
- Scrutiny creates positive expectations by focussing on issues regarded as useful to the partnership or where there is consensus that ‘things need to change’.
- Scrutiny demonstrates intellectual independence and investigative rigour in all of its activities.
- Scrutiny demonstrates a positive impact by developing clear, timely, evidence-based recommendations aimed at enhancing collaborative performance.
- Scrutiny critically evaluates its own performance utilising partnership perspectives.

(A link to the Guidance for Local Authority Scrutiny Committees on the scrutiny of Public Services Boards issued by Welsh Government in August 2017 is included in Background Papers in Section 8 of this report.)

6 Links to Council Policies and Priorities

- Newport City Council’s Corporate Plan and Wellbeing Objectives:

Well-being Objectives	Promote economic growth and regeneration whilst protecting the environment	Improve skills, educational outcomes & employment opportunities	Enable people to be healthy, independent & resilient	Build cohesive & sustainable communities
Corporate Plan Commitments	Thriving City	Aspirational People		Resilient Communities
Supporting Function	Modernised Council			

7 Wellbeing of Future Generation (Wales) Act

7.1 General questions

- How is this area / policy affected by the new legislation?
- How will this decision / policy / proposal impact upon future generations? What is the long term impact?
- What evidence is provided to demonstrate WFGA has been / is being considered?
- Evidence from Community Profiles / other data?
- (When published:) Evidence of links to Wellbeing Assessment / Objectives / Plan?

7.2 Wellbeing Goals

- How are the Wellbeing goals reflected in the policy / proposal / action?
 - *A prosperous Wales*
 - *A resilient Wales*
 - *A healthier Wales*
 - *A more equal Wales*
 - *A Wales of cohesive communities*
 - *A Wales of vibrant culture and thriving Welsh language*
 - *A globally responsible Wales*

7.3 Sustainable Development Principles

- Does the report / proposal demonstrate how as an authority we are working in accordance with the sustainable development principles from the act when planning services?
 - **Long Term**
The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs
 - **Prevention**
How acting to prevent problems occurring or getting worse may help public bodies meet their objectives
 - **Integration**
Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies
 - **Collaboration**
Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives
 - **Involvement**
The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

8. Background Papers

- Cabinet [Report](#) held on 14 March 2016 (Item 13 refers) and [Minutes](#).
- Performance Scrutiny Committee – Partnerships [Report](#) (Item 6 refers) held on 4 October 2017, the [Training Presentation](#) and [Minutes](#).
- Performance Scrutiny Committee – Partnerships [Report](#) (Item 6 refers) held on 26 July 2017 and [Minutes](#).
- [Guidance for Local Authority Scrutiny Committees on the scrutiny of Public Services Boards](#) (Issued by Welsh Government August 2017)
- [The Essentials - Wellbeing of Future Generation Act \(Wales\)](#)
- [Corporate Plan](#)

Report Completed: 18 April 2018

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Submission of Evidence to Scrutiny – Shared Resource Service (SRS) Update

Shared Resource Service (SRS) – Partnership Scrutiny Update - April 2018

Background

The Shared Resource Service (SRS) is a collaborative IT Service comprising Gwent Police, Torfaen County Borough Council, Monmouthshire County Council, Blaenau Gwent County Borough Council and Newport City Council. Following recommendations by Community Development and Development Scrutiny Committee, in March 2016 Cabinet was asked to:

- agree the preferred option for NCC to establish a collaborative public sector partnership with the SRS
- delegate authority to the Head of People & Business Change and Statutory Officers to develop a final business case for the preferred option, to establish a collaborative public sector partnership with the SRS
- delegate authority to the Head of People & Business Change and Statutory Officers to implement the preferred option to establish a collaborative public sector partnership with the SRS, subject to the arrangement being financially viable and operating to at least the financial requirements stated in the Part 2 report. The arrangement will also be subject to not falling below the expected benefits as detailed within the Business Case

Cabinet agreed to these proposals on 14th March 2016. Following further development of the business case, Newport's IT Service formally joined the Shared Resource Service on 1st April 2017. The service has been part of this partnership for approximately 12 months.

This report will focus on three main areas:

- Performance Information
- Governance Arrangements
- Progress Update (specifically against the Council's eleven investment objectives for joining the SRS)

Performance Information

The Shared Resource Service has a number of common performance measures across all their respective partners. As such all partners have common targets and are measured on the same basis. The intention is for Newport City Council to establish further local performance indicators to measure performance.

Performance Measures

There are currently five performance measures which are recorded and monitored by the SRS and NCC. A review of all SRS partner measures was taken to the SRS Board in 2017 which was approved, this is typically done on an annual basis. These are designed to provide an overview of the performance of the SRS and are reviewed monthly at Delivery Group meetings (see Governance Arrangements section below). Of the 5 specific performance measures 1 is red, 1 is amber and 3 are green against their respective targets. These performance figures for the year 17/18 to date are detailed in the table below.

Submission of Evidence to Scrutiny – Shared Resource Service (SRS) Update

Measure	Performance against target	Target (Year to date)	Actual (Year to date)
PBC/062 % ICT Helpdesk calls resolved at first point of contact	Red	85%	57.5%
PBC/061 ICT customer satisfaction %	Amber	85%	73.7%
PBC/060 ICT calls resolved against SLA %	Green	85%	88.0%
PBC/059 ICT System Availability %	Green	99%	99.9%
PBC/058 Number of P1 High Priority calls within a month	Green	80	6

ICT Calls resolved at first point of contact

The SRS’ aim is to resolve as many calls as possible at first point of contact in order to solve customers’ issues as quickly as possible. This is also designed to remove the need for issues to be assigned to other teams that are more technical in nature and for those staff to focus on more complex tasks. The original target was set at 85% for all partners. This is a very challenging target due to the breadth and complexity of many IT problems and the SRS has subsequently reduced its target to 70%. For this year to date the SRS’ performance for NCC is below target at 57.5%. This performance has improved over the year as new staff were recruited to the SRS Service Desk. Increased understanding for new starters should mean further improvements over time. An important factor that contributes to the SRS falling below the target is that the current Service Desk tool measures performance against all calls. There are calls that the Service Desk will never be able to resolve at first point of contact, such as a power outage, the failure of equipment or the loss of a service. All of these things are resolved by teams in other areas. However, the Service Desk is currently measured against them. The new Service Desk tool will be able to measure against the right set of calls, at which point the performance will represent an improved and more accurate reflection of performance.

ICT Customer Satisfaction

The SRS automatically sends customer satisfaction surveys on a random basis to a percentage of those that raised requests via its service desk. The responses to these surveys are used for analysing customer satisfaction for those that use the IT Service. The target for all partners is 85%. SRS’ performance for NCC is 73.7% which is below target. Further analysis is required to identify specific strengths and weaknesses. Customers that express that they are ‘completely dissatisfied’ have their comments reviewed and these are discussed at Delivery Group meetings as appropriate.

ICT Calls Resolved Against SLA

This measure is designed to quantify the percentage of all requests that meet the performance target for resolution. The target is 85% and the performance for the year to date is 88.4% so above the target. This is a wide measure of performance across all calls so is a positive figure. Further analysis will be carried out to drill down on this figure.

ICT System Availability

This measure is designed to measure the availability of IT systems. The current measure is based on network availability and for the year to date the figure is 99.9% which is above the target of 99.0%. This measure will be reviewed with a view to establishing a more meaningful figure on the availability of IT systems. This is much more difficult to measure so this will need to be reviewed.

Submission of Evidence to Scrutiny – Shared Resource Service (SRS) Update

Number of High Priority Calls Within A Month

This measure is designed to measure the number of high priority calls within a month. These reflect problems with priority IT systems with the target of no more than 10 per month. The number of high priority issues recorded for the year to date is 6 so significantly better than the target. This target may need to be reviewed to ensure it is an appropriate measure.

Governance Arrangements

SRS Governance Arrangements

The SRS currently has 3 boards as follows:-

Strategic Board

This purpose of this board is to set the Strategic Direction of the SRS. It provides collective challenge to the Business and Collaboration Board around alignment to the SRS Strategy and identifying collaborative opportunities across all partners. It provides collective challenge to the Finance and Governance Board around alignment to the SRS Strategy and assurance to all partners. It provides collective challenge to the SRS Chief Operating Officer to drive forward SRS strategic principles. Please see Appendix 1 for further details

NCC is represented on this board by the Chief Executive and the Cabinet Member for Community & Resources.

Finance and Governance Board

The purpose of this board is to assure the Strategic Board that the SRS is delivering value for money, support the development of a medium term financial plan for the SRS, support the audit programme at the SRS and receive updates from audit in relation to the combined audit programme, provide collective challenge to each other around alignment to the SRS Strategy. It also provides collective challenge to the SRS Chief Operating Officer to drive forward the SRS strategic principles. Please see Appendix 2 for further details

NCC is represented on this board by the Head of Finance.

Business and Collaboration Board

The purpose of this board is to provide collective challenge to the SRS Chief Operating Officer to drive forward the SRS strategic principles including to deliver effective ICT services from a single combined unit and operate as one SRS, to improve services to provide a solid foundation upon which partner organisations can operate, to ensure the investment in technology is focused on delivery of the corporate priorities of the partner organisations, to develop a capable, professional workforce that can meet the challenges within technology over the coming years and to provide a collaborative platform for public sector organisations to share common ground. Please see Appendix 3 for further details

NCC is represented on this board by the Head of People and Business Change.

These boards have been in operation for a number of months. There are challenges to be addressed to ensure relevant board composition and that decisions are made by the appropriate boards. All

Submission of Evidence to Scrutiny – Shared Resource Service (SRS) Update

decisions made by boards need agreement by all partners. As detailed elsewhere in this report, developing a strategic, cohesive vision for all partners is challenging despite each partner's commitment to the partnership and its aims.

In addition to the three boards there is also a Delivery Group.

Delivery Group

The SRS holds 4 weekly Delivery Group meetings with each partner separately. At these meetings, performance data is reviewed with individual partners and work is prioritised for the next 4 week period. NCC is represented by its client function led by the Head of People and Business Change. The focus of these meetings is being shifted to more strategic issues aligned to NCC's investment objectives for becoming a partner of the SRS.

NCC Governance and Client Management Arrangements

Digital Team

The responsibility for managing the day to day client management arrangements lies within the Digital team that reports to the Head of People and Business Change. This now includes the Digital Services Manager post, two Digital Projects Officers and a Digital Projects Support Assistant. The structure of this team is currently being reviewed as a knock on effect of other changes within the service. The Digital Team attends project planning meetings with the SRS to discuss progress and review the prioritisation of work based on corporate priorities agreed by the Digital Board. The Digital team is the conduit for work to be delivered by the SRS so requests for project and core planned work are channelled via the Digital Team to the SRS. Engagement requests detail the reason for the work, the required outcomes, time scales and the importance of the work to the organisation. These requests are reviewed by the SRS and discussed with the Digital team.

Digital Board

This board provides the strategic direction for the Council on digital matters including development and management of the Council' Digital Strategy. A key role of the Board is to prioritise large scale projects on behalf of the organisation. The Board is chaired by the Strategic Director – Place and comprises representatives from areas of the Council. This group has membership from NCC and SRS.

Digital Business Development Group

This group reports to the Digital Board. It reviews engagement requests from services with a view to prioritisation by the Digital Board and discusses digital issues with representatives from the Digital team and services. This group has membership from NCC and SRS.

Digital Champions

The Council has created a network of Digital Champions whose role is to be advocates for technology and provide an important communication channel between services and the Digital team/SRS. There are approximately 50 staff who undertake this role in addition to their existing roles within the Council.

Submission of Evidence to Scrutiny – Shared Resource Service (SRS) Update

Progress Update

Investment Objectives Update

The Council identified eleven investment objectives when the business case for the Shared Resource Service (SRS) was developed. **Please note that a number of the dates specified were based on an earlier transfer date which was delayed until 1/4/2017. Revised targets are being developed by the SRS.** Ultimately it is largely progress against the eleven investment objectives that will determine the success of the partnership with the SRS. Any service will also need to respond to changes in its environment to ensure it delivers effectively.

Certain investment objectives were identified as being more important than others and these are underlined below. These are investment objectives 1, 2, 3, 4, 8 and 11.

Detailed information is provided below on the individual investment objectives. It needs to be recognised that a year in to the partnership is a relatively short period of time to draw many firm conclusions. The move to be an SRS partner is a major organisational change and a lot of work was carried out to resolve transition issues and ensure effective continuity of services. Moving forward there is a drive to a collective, strategic approach. Many of the benefits will be driven by collaboration and standardisation which can be challenging.

Investment objective 1: to reduce the future need for ICT to draw on the capital programme, establishing a ceiling for future budget planning (less costly, value for money, providing the best deal for Newport) by 30/06/16

As a result of the move to the SRS, the annual IT Capital Programme has been reduced from historical amounts of £500,000 p.a. to £200,000 p.a. for 17/18 and £150,000 p.a. for 18/19. This is based on plans for simplified, shared infrastructure based at the SRS data centre in Blaenavon. The SRS data centre has more advanced facilities than NCC currently has. To date there has been minimal migration of systems. In addition, some of the existing NCC infrastructure is ageing. For this reason the SRS is developing plans for replacement/migration as appropriate with plans being developed for servers and networks in the first quarter of 18/19 and for desktops in the second quarter of 18/19. Once this task is completed it will be clearer whether the capital programme is sufficient to meet current and future needs. For the Education area a business case is being developed in the first quarter of 18/19 to migrate Newport schools on to a separate network using Education capital funding. Migrating to a specific network for schools has proved very beneficial and well-received by schools in other partners within the SRS. This has also been well-received at Jubilee Park school in Newport, the first Newport school to use the separate network.

Investment objective 2: to provide a satisfactory disaster recovery and business continuity solution for the operation of ICT infrastructure and application systems software (resilient, more responsive) by 31/03/17

In 16/17 NCC funded a large capital investment in equipment and systems to improve disaster recovery and business continuity. The SRS is part way through delivering this project and until this is complete then the original objectives will not be met. In addition, there is a requirement for defined processes and plans to be documented by the SRS working with NCC around priority systems.

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Investment objective 3: to ensure that sufficient skilled resource is available for front line service delivery (sustainability) by 30/09/16

Prior to the transfer of the service there were a number of recruitment and retention issues within the IT Service to be addressed as part of the move to the SRS. The SRS has a much larger pool of staff although much of the work is undertaken by staff that were previously responsible for Newport infrastructure and systems. The SRS does provide a degree of flexing of resources but this is made difficult by the large number of different systems in operation by SRS partners. Therefore, progress on this investment objective will be affected by progress on the other ones such as rationalisation of systems and does rely on partner engagement and strategic direction from all partners. A number of staff have changed roles post transfer within the SRS and staff turnover means that the staff providing the service in some teams are quite different post transfer. There have been some vacancies but these are all expected to be filled by the end of May 18.

Investment objective 4: to deliver an ICT service at the infrastructure level which achieves the agreed levels of performance over a 12 month rolling period (resilience and quality of service) by 30/09/17: outage numbers; outage durations; infrastructure service availability by function: (data Centre; network; voice; agreed application systems software)

This objective is tied to investment objective 2 as well as others. It is also currently included as a performance measure detailed in that section of this report. As detailed in the performance section of this report, the numbers are better than the target although the level of detail currently provided may not provide the best picture of the state of infrastructure.

Investment objective 5: to reduce duplication of effort and move to commodity platforms including email (continuous improvement, less costly) by 30/09/17

This objective is designed to move to standardised systems and delivery methods across SRS partners. This is simpler for systems that are the same across partners currently. It has proved difficult to rationalise systems in use across partners to date due to the investment made in these individual systems by specific partners and a lack of clarity of vision across partners currently. The move to Office 365 for e-mail and other systems has been planned for roll out across partners in 18/19. The rationalisation of systems is a key driver for the SRS. NCC has moved to the all Wales WCCIS system in line with other SRS partners and NCC plans to join existing SRS partners in the implementation of a Customer Relationship Management (CRM) system in 18/19. An agreed programme for partner organisations is to be developed at the next SRS Strategic Board.

Investment objective 6: to meet the agreed performance objectives for business specific ICT services as defined by the users within NCC (more responsive, continuously improving) by 30/09/17. These being around: success of implementation of planned changes; SLA targets met over a 12 month period; projects that have successfully delivered the customer agreed scope; customer satisfaction ratings; savings released within the organisation; delivery to desk top; incident resolution; resolution at first point of contact; managing within budget

Much of this investment objective is identified specifically in the Performance Information area of this report and therefore is addressed there. Performance information is reviewed at Delivery Group meetings along with priority work and strategic issues. At this stage, it is unclear as to the longer

Submission of Evidence to Scrutiny – Shared Resource Service (SRS) Update

term direction in terms of performance and whether different or amended measures are required to measure performance more effectively.

Investment objective 7: to benefit from economies of scale in procurement by means of a shared hardware catalogue to reduce the spend on devices by an agreed % (5%) over 3 years (less costly) by 31/03/18

As detailed in other objectives, simplification and standardisation is an important theme. Specific organisations have their own specific needs that can cause some challenges. Again the SRS intends to standardise in terms of shared hardware across partners. There is more work to do in this area although a number of standard items are defined.

Investment objective 8: to provide for appropriate data replication on agreed applications system software and associated data (resilient, continuously improving) by 30/09/18

This is linked to investment objective 2 so needs to be measured in conjunction with that objective. The project is part way through so further work is required to meet this objective.

Investment objective 9: to move to an ICT usage consumption model (sustainability) considering cloud based delivery (continuously improving) by 30/09/19

This is part of a longer term plan to move systems in to the cloud where appropriate and is also linked to other investment objectives. The planned migration of all partners to Office 365 demonstrates initial plans with further plans to be developed.

Investment objective 10: to deliver a secure ICT architecture to protect the organisation and its data by means of pooled solution design within the wider public sector to maximise knowledge and to reduce security threats (resilience, less costly, more responsive and continuously improving) by 30/09/19

Simplification and standardisation of systems across partners is designed to remove duplication of effort. This is expected to simplify compliance arrangements across partners. In addition, a wider pool of staff should provide improved skills, knowledge and experience. Again, this is linked to other investment objectives including the planned move to Office 365 for all partners. At this stage it appears that much more work is required before significant improvements are realised.

Investment objective 11: to provide a means of being able to deliver the agreed digital goals of NCC (providing the best deal for Newport) by 31/03/19

The SRS plays a key part in delivering the digital aspirations for NCC as detailed in the council's Digital Strategy. Reliance on technology is increasing for all services in common with all business sectors. This will be discussed at Delivery Group meetings to ensure that the NCC's digital aspirations are prioritised and progressed appropriately. This investment objective is linked to many of the others and at this stage it is too early to identify how much has been achieved to this end.

Submission of Evidence to Scrutiny – Shared Resource Service (SRS) Update

Appendix 1 – SRS Strategic Board Terms of Reference

Governance Type	SRS Strategic Board
Purpose	<p>The purpose of the SRS Strategic Board is to:</p> <ol style="list-style-type: none"> 1. set the Strategic Direction of the SRS. 2. provide collective challenge to the Business and Collaboration Board around alignment to the SRS Strategy and identify collaborative opportunities across all partners. 3. provide collective challenge to the Finance and Governance Board around alignment to the SRS Strategy and assurance to all partners. 4. provide collective challenge to the SRS Chief Operating Officer to drive forward the SRS strategic principles as below: <ol style="list-style-type: none"> a. deliver effective ICT services from a single combined unit and operate as one SRS. b. improve services to provide a solid foundation upon which partner organisations can operate. c. ensure the investment in technology is focused on delivery of the corporate priorities of the partner organisations. d. develop a capable, professional workforce that can meet the challenges within technology over the coming years. e. provide a collaborative platform for public sector organisations to share common ground. 5. support the SRS Chief Operating Officer to drive a digital by default position in all partner organisational business strategies. 6. support the SRS Chief Operating Officer in identifying and integrating wider Public Sector collaborative opportunities. 7. support the SRS Chief Operating Officer to drive collaborative, transformational change through all partner organisations in line with the SRS Roadmap.
Reporting	<p>All reports prepared by the Board, or members of the Board, pertaining to the SRS, once approved by the Board will be implemented by the SRS COO.</p> <p>The Board Representative of each Member shall be responsible for reporting decisions of the SRS Board to such Member.</p>
Membership	<p>Membership of the Board will include:</p> <ul style="list-style-type: none"> - SRS Chief Operating Officer - Elected Member (Monmouthshire) - Chief Executive (Monmouthshire) - Elected Member (Torfaen) - Chief Executive (Torfaen) - Elected Member (Blaenau Gwent) - Chief Executive / Lead Director (Blaenau Gwent) - PCC (Gwent OPCC) - Chief Constable (Gwent OCC) - Chief Executive (Newport) - Cabinet Member - Community and Resources (Newport) - Additional members as agreed from time to time

Submission of Evidence to Scrutiny – Shared Resource Service (SRS) Update

	<p>Board members are discouraged from making substitutions for attendance, however if it is necessary, the substitution will be reported to the SRS Strategic Board Chair, prior to the meeting, naming the substitute and stating if the attendee is to be counted as part of the quorum (see the section on Quorum below).</p> <p>The Board may invite persons or organisations to attend meetings, in whole or in part, to advise them on matters, as they deem appropriate.</p>
Chair	Annual rotation of the Chair between the Elected Members and the PCC after the May Elections.
Voting/Agreement	Voting is unanimous.
Proceedings of Meetings	The Chair of the Board will arrange for minutes of the proceedings of each meeting to be taken, approved and recorded.
Quorum	It is important that the Board's decisions and recommendations reflect a broad consensus from across all partners. For the Board to agree, all of the constituent authorities must be represented at votes. Urgent decisions may be taken by way of written vote or email exchange by the Board Representatives.
Frequency	The Board will meet quarterly or more frequently as required to complete business.
Servicing	The SRS Chief Operating Officer will organise appropriate servicing for the meetings.
Responsible for	Finance and Governance Board Business and Collaboration Board
Review	To be reviewed March 2018

Submission of Evidence to Scrutiny – Shared Resource Service (SRS) Update

Appendix 2 – SRS Finance and Governance Board Terms of Reference

Governance Type	SRS Governance and Finance Board
Purpose	<p>The purpose of the SRS Governance and Finance Board is to:</p> <ol style="list-style-type: none"> 1. assure the Strategic Board that the SRS is delivering value for money. 2. support the development of a medium term financial plan for the SRS for capital and revenue needs. 3. support the audit programme at the SRS and receive updates from audit in relation to the combined audit programme. 4. provide collective challenge to each other around alignment to the SRS Strategy. 5. provide collective challenge to the SRS Chief Operating Officer to drive forward the SRS strategic principles as below: <ol style="list-style-type: none"> a. deliver effective ICT services from a single combined unit and operate as one SRS. b. improve services to provide a solid foundation upon which partner organisations can operate. c. ensure the investment in technology is focused on delivery of the corporate priorities of the partner organisations. d. develop a capable, professional workforce that can meet the challenges within technology over the coming years. e. provide a collaborative platform for public sector organisations to share common ground. 6. support the SRS Chief Operating Officer to drive a digital by default position in all partner organisational business strategies. 7. support the SRS Chief Operating Officer in identifying and integrating wider Public Sector collaborative opportunities. 8. support the SRS Chief Operating Officer to drive collaborative, transformational change through all partner organisations in line with the SRS Roadmap.
Reporting	<p>All reports prepared by the Board, or members of the Board, pertaining to the SRS, once approved by the Board will be implemented by the SRS COO.</p> <p>The Board Representative of each Member shall be responsible for reporting decisions of the SRS Board to such Member.</p>
Membership	<p>Membership of the Board will include:</p> <ul style="list-style-type: none"> - SRS Chief Operating Officer (Chair) - Section 151 (Monmouthshire) - Section 151 (Torfaen) - Section 151 (Blaenau Gwent) - Section 151 (Gwent OCC) - Section 151 (Newport City Council) - Additional members as agreed from time to time <p>Board members are discouraged from making substitutions for attendance,</p>

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	<p>however if it is necessary, the substitution will be reported to the SRS Finance and Governance Board Chair, prior to the meeting, naming the substitute and stating if the attendee is to be counted as part of the quorum (see the section on Quorum below).</p> <p>The Board may invite persons or organisations to attend meetings, in whole or in part, to advise them on matters, as they deem appropriate.</p>
Chair	SRS COO
Voting/Agreement	Voting is unanimous.
Proceedings of Meetings	The Chair of the Board will arrange for minutes of the proceedings of each meeting to be taken, approved and recorded.
Quorum	It is important that the Board's decisions and recommendations reflect a broad consensus from across all partners. For the Board to agree and submit recommendations all of the constituent authorities must be represented by their strategic directors or equivalent at votes. Urgent decisions may be taken by way of written vote or by email exchange by the Board Representatives
Frequency	The Board will meet quarterly or more frequently as required to complete business.
Servicing	The SRS Chief Operating Officer will organise appropriate servicing for the meetings.
Responsible for	Task and finish groups as required
Review	To be reviewed March 2018

Submission of Evidence to Scrutiny – Shared Resource Service (SRS) Update

Appendix 3 – SRS Business and Collaboration Board Terms of Reference

Governance Type	SRS Business and Collaboration Board
Purpose	<p>The purpose of the SRS Business and Collaboration is to:</p> <ol style="list-style-type: none"> 1. provide collective challenge to the SRS Chief Operating Officer to drive forward the SRS strategic principles as below: <ol style="list-style-type: none"> a. deliver effective ICT services from a single combined unit and operate as one SRS. b. improve services to provide a solid foundation upon which partner organisations can operate. c. ensure the investment in technology is focused on delivery of the corporate priorities of the partner organisations. d. develop a capable, professional workforce that can meet the challenges within technology over the coming years. e. provide a collaborative platform for public sector organisations to share common ground. 2. support the SRS Chief Operating Officer to drive a digital by default position in all partner organisational business strategies. 3. support the SRS Chief Operating Officer in identifying and integrating wider Public Sector collaborative opportunities. 4. support the SRS Chief Operating Officer to drive collaborative, transformational change through all partner organisations in line with the SRS Roadmap.
Reporting	<p>All reports prepared by the Board, or members of the Board, pertaining to the SRS, once approved by the Board will be implemented by the SRS COO.</p> <p>The Board Representative of each Member shall be responsible for reporting decisions of the SRS Board to such Member.</p>
Membership	<p>Membership of the Board will include:</p> <ul style="list-style-type: none"> - Linda Squire BCCBC - Nigel Stephens GP OPCC - Peter Davies MCC - Richard Edmunds TCBC - Rhys Cornwall NCC - Additional members as agreed from time to time <p>Board members are discouraged from making substitutions for attendance, however if it is necessary, the substitution will be reported to the SRS Finance and Governance Board Chair, prior to the meeting, naming the substitute and stating if the attendee is to be counted as part of the quorum (see the section on Quorum below).</p> <p>The Board may invite persons or organisations to attend meetings, in whole or in part, to advise them on matters, as they deem appropriate.</p>

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Chair	SRS COO
Voting/Agreement	Voting is unanimous.
Proceedings of Meetings	<p>The Chair of the Board will arrange for minutes of the proceedings of each meeting to be taken, approved and recorded.</p> <p>Draft minutes will be circulated to Board attendees and copied to members of the two other SRS Boards.</p>
Quorum	It is important that the Board's decisions and recommendations reflect a broad consensus from across all partners. For the Board to agree and submit recommendations all of the constituent authorities must be represented by their strategic directors or equivalent at votes. Urgent decisions may be taken by way of written vote or by email exchange by the Board Representatives
Frequency	The Board will meet quarterly or more frequently as required to complete business.
Servicing	The SRS Chief Operating Officer will organise appropriate servicing for the meetings.
Responsible for	Task and finish groups as required
Review	To be reviewed March 2018

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Scrutiny Report

Performance Scrutiny Committee - Partnerships

Part 1

Date: 25 April 2018

Subject **Public Services Board Scrutiny Recommendations Monitoring**

Author Overview and Scrutiny Officer

The following people have been invited to attend for this item:

Invitee:	Role:
Elizabeth Blayney	Scrutiny and Governance Manager

Section A – Committee Guidance and Recommendations

1 Recommendations to the Committee

The Committee is asked to:

1. Monitor the Recommendations made by the Public Services Board Scrutiny Review, to date and assess the implementation;
2. Consider the current arrangements for Scrutiny of the PSB and determine if any changes are necessary;
3. Determine if it wishes to make any comments to the Public Services Board and / or Council.
4. If the Committee is satisfied that the recommendations have been implemented, agree to cease monitoring of these recommendations.

2 Context

Background

- 2.1 A Policy Review Group was set up in 2016 to develop PSB Scrutiny and put an effective framework in place and report back to the SSRS Committee as the designated Committee for overall responsibility for scrutiny of the PSB. The Review Group was comprised of Members from the three Scrutiny Committees in the former Scrutiny Committee structure. The Review Group reported its Final report to the meeting of Street Scene, Regeneration and Safety Scrutiny

Committee held on 20 April 2017, when the Committee made its recommendations upon scrutiny of the PSB.

- 2.2 The Review Group met on 9 occasions, and produced a final report making recommendations on a permanent approach for Scrutiny of the PSB. ***(A link to the Report to the Streetscene, Regeneration and Safety Scrutiny Committee held on 20 April 2017 and Minute is included in Background Papers in Section 8 of this report.)***
- 2.3 Subsequently, as part of the new Scrutiny Committee Structure adopted at Annual Council on 16 May 2017 the Performance Scrutiny Committee – Partnerships was designated the Scrutiny Committee with statutory responsibility for the scrutiny of the Public Services Board.
- 2.4 When agreeing its work programme in July 2017, the Committee agreed to include monitoring of the recommendations made by the review group.

3 Information Submitted to the Committee

- 3.1 An updated Monitoring Table of the Recommendations made regarding scrutiny of the Public Services Board is attached as **Appendix 1** for the Committee to consider.

4. Suggested Areas of Focus

Role of the Committee

The role of the Committee in considering the report is to:

- Assess the update upon the implementation to date of the Recommendations made by the PSB Scrutiny Review and consider:
 - Whether the Recommendations have been implemented;
 - The extent to which any outstanding recommendations are being addressed;
 - How well Scrutiny of the PSB has progressed in its first year;
- Conclusions:
 - What was the overall conclusion upon the update?
 - Is the Committee satisfied that it has had sufficient information to base a conclusion?
 - Does the Committee wish to make any Comments to Council and / or PSB?

Suggested Lines of Enquiry

- 4.1 In evaluating the implementation of the Public Service Board Scrutiny recommendations attached as **Appendix 1**, the Committee may wish to consider:
- The overall view of the Recommendations implementation to date?
 - What is planned to progress any outstanding Recommendations?
 - If there are there any barriers to implementing any of the Recommendations?
 - If the opportunity for the Committee to feedback at the end of each meeting is contributing to improving scrutiny of the Public Services Board?
 - Whether the Committee is satisfied that the recommendations of the Group have been implemented effectively? And what further monitoring of the PSB scrutiny arrangements are required in the future?

Section B – Supporting Information

5 Additional Data and Analysis

Guidance for Local Authority Scrutiny Committees on the scrutiny of Public Services Boards issued by Welsh Government in August 2017:

- 5.1 *“Research into the practice of collaborative or joint scrutiny in England and Wales identifies that arrangements are effective when they demonstrate the following characteristics:*

Characteristics of effective partnership scrutiny

- Scrutiny regards itself as a form of ‘critical friendship with positive intent’ in which scrutiny practitioners act as advocates for the success of joint working.
- Collaborative performance is evaluated from the citizen’s perspective.
- Strong efforts are made to understand the complexity of partnership arrangements and to facilitate learning about the culture and assumptions of different organizations.
- Scrutiny creates positive expectations by focussing on issues regarded as useful to the partnership or where there is consensus that ‘things need to change’.
- Scrutiny demonstrates intellectual independence and investigative rigour in all of its activities.
- Scrutiny demonstrates a positive impact by developing clear, timely, evidence-based recommendations aimed at enhancing collaborative performance.
- Scrutiny critically evaluates its own performance utilising partnership perspectives.

6 Links to Council Policies and Priorities

- Newport City Council’s Corporate Plan and Wellbeing objectives:

Well-being Objectives	Promote economic growth and regeneration whilst protecting the environment	Improve skills, educational outcomes & employment opportunities	Enable people to be healthy, independent & resilient	Build cohesive & sustainable communities
Corporate Plan Commitments	Thriving City	Aspirational People		Resilient Communities
Supporting Function	Modernised Council			

7 Wellbeing of Future Generation (Wales) Act

7.1 General questions

- How is this area / policy affected by the new legislation?
- How will this decision / policy / proposal impact upon future generations? What is the long term impact?
- What evidence is provided to demonstrate WFGA has been / is being considered?
- Evidence from Community Profiles / other data?
- (When published:) Evidence of links to Wellbeing Assessment / Objectives / Plan?

7.2 Wellbeing Goals

- How are the Wellbeing goals reflected in the policy / proposal / action?
 - *A prosperous Wales*
 - *A resilient Wales*
 - *A healthier Wales*
 - *A more equal Wales*
 - *A Wales of cohesive communities*
 - *A Wales of vibrant culture and thriving Welsh language*
 - *A globally responsible Wales*

7.3 Sustainable Development Principles

- Does the report / proposal demonstrate how as an authority we are working in accordance with the sustainable development principles from the act when planning services?
 - **Long Term**
The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs
 - **Prevention**
How acting to prevent problems occurring or getting worse may help public bodies meet their objectives
 - **Integration**
Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies
 - **Collaboration**
Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives
 - **Involvement**
The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

8. Background Papers

- Streetscene, Regeneration and Safety Scrutiny Committee held on 20 April 2017 [Report](#) (Item 6 Refers) and [Minutes](#).
- Scrutiny Committee Structure [Report](#) and [Minutes](#) of Meeting of Council AGM held on 16 May 2017
- [Guidance for Local Authority Scrutiny Committees on the scrutiny of Public Services Boards](#) (Issued by Welsh Government August 2017)
- [The Essentials - Wellbeing of Future Generation Act \(Wales\)](#)
- [Corporate Plan](#)

Report Completed: 12 April 2018

Update upon Recommendations of the Final report of the Public Services Board Scrutiny Policy and Review Group

<u>Recommendation:</u>		<u>Update:</u>
Partnerships Committee	<p><u>Recommendation 1:</u></p> <p>A separate committee should be established to deal with partnership scrutiny.</p>	<p>Actioned.</p> <p>This was actioned by the Council at its Annual General meeting in May 2017.</p>
Training for Councillors	<p><u>Recommendation 2:</u></p> <p>Training on the Wellbeing of Future Generations Act and its requirements should be included in the induction programme from May 2017.</p>	<p>Actioned.</p> <p>This training was provided to Councillors in January 2018.</p>
	<p><u>Recommendation 3:</u></p> <p>Training on the Wellbeing of Future Generations Act and Public Services Board Scrutiny should be included in the training and seminar programme for Scrutiny Members.</p>	<p>Actioned.</p> <p>Training was provided to Members of the Performance Scrutiny Committee – Partnerships in June 2017.</p>
Relationship Building	<p><u>Recommendation 4:</u></p> <p>Joint training and work programming should take place between PSB partners and Members undertaking partnership scrutiny.</p>	<p>Not Actioned.</p> <p>The work programme of the Performance Scrutiny Committee – Partnerships was agreed by the Committee at its meeting on 26 July 2017. During the development of the draft work programme for the Committee, it was clear that the items on the work programme were largely dictated by the Committee’s statutory role in monitoring the SIP, and as a Consultee on the Wellbeing plan. This has formed the basis of the work programme for the PSB, as such there was not the need to</p>

Update upon Recommendations of the Final report of the Public Services Board Scrutiny Policy and Review Group

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		<p>undertake joint work programming at this stage.</p> <p>As PSB scrutiny develops, this might become more appropriate where the Committee wishes to request reports / updates on areas outside of the SIP / Wellbeing Plan, for example, if it wishes to request an in-depth update on a specific issue. It would be beneficial to discuss this with the PSB to ensure appropriate reporting scheduling.</p> <p>There have been no instances where the need for joint training identified by either the PSB or the Committee.</p>
	<p><u>Recommendation 5:</u></p> <p>A system of “Scrutiny Letters” should be put in place, to communicate feedback and actions arising between scrutiny and stakeholders.</p>	<p>Actioned.</p> <p>A system of Scrutiny letters has been implemented for communication of recommendations and comments from the Committee to the PSB.</p> <p>Where appropriate this will be used to communicate recommendations to other partners such as EAS.</p>
	<p><u>Recommendation 6:</u></p> <p>Some joint work should be undertaken on the respective terms of reference for scrutiny and the PSB, to ensure these are aligned.</p>	<p>Actioned.</p> <p>The Terms of Reference of the Performance Scrutiny Committee – Partnerships was agreed by full Council at its Annual General Meeting in May 2017.</p> <p>To ensure consistency, the Committees terms of reference mirror those of the Public Services Board.</p> <p>The Committees terms of Reference were reported to Public Services Board in June 2017.</p>

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	<p><u>Recommendation 7:</u></p> <p>Minutes and agendas should be reported between the PSB and the Scrutiny Committee.</p>	<p>Completed.</p> <p>Minutes and summary of business from the PSB are circulated to the Committee via email and linked to the Committees forward work programme.</p> <p>Where relevant, the minutes of the Scrutiny Committees where PSB matters are considered are attached to the Letter from the Committee to the PSB.</p> <p>PSB agendas are not public; as such these are not circulated to the Committee.</p>
	<p><u>Recommendation 8:</u></p> <p>There should be a regular scheduled opportunity for scrutiny representatives to attend PSB meetings and report feedback directly to the PSB members.</p>	<p>Being actioned.</p> <p>The Chair of the Committee presents attends PSB meetings when the Letter from the Committee is being considers, and feedbacks directly to the PSB. This has been done on two occasions to date:</p> <p>12 September 2017 – report on the agreed Forward Work Programme 13 March 2018 – Report comments on SIP Q2 update</p>
<p>Co-option and Expert Witnesses</p>	<p><u>Recommendation 9:</u></p> <p>Co-option will be a matter for the new Council in May, but use of expert witnesses over co-option is recommended while arrangements are being established.</p>	<p>This was a matter for Partnerships Committee to consider when established.</p> <p>This was discussed with the Committee when it was established, during a briefing session on the PSB review in June 2017. The Committee agreed to consider the co-option of Members at a later date, once it had established its work programme and what expertise might be of value to the items on its work programme.</p>

Update upon Recommendations of the Final report of the Public Services Board Scrutiny Policy and Review Group

		<p>The Committee has not yet involved expert witnesses in the items on its work programme. This can be considered when updating the work programme for 2018/9 (At the July Committee meeting)</p>
<p>Evaluation and Review</p>	<p><u>Recommendation 10:</u> Arrangements should be kept under regular review to ensure they are fit for purpose and delivering constructive outcomes. This should include feedback from and discussion with partners and other stakeholders.</p>	<p>Being actioned. On each of the Committee agenda, the Chair has asked that an item on evaluation of the meeting be included. As part of the Committees work programme, Annual reviews of the PSB Scrutiny arrangements is included.</p>

Scrutiny Report

Performance Scrutiny Committee - Partnerships

Part 1

Date: 25 April 2018

Subject: Forward Work Programme Update

Author Overview and Scrutiny Officer

The following officers have been invited to attend for this item:

Meryl Lawrence - Overview and Scrutiny Officer.

Section A – Committee Guidance and Recommendations

1. Recommendations to the Committee

The Committee is asked to:

- (i) Endorse the proposed schedule for the next two Committee meetings;
- (ii) Confirm the topics to be considered, the invitees for each item, and indicate whether any additional information or research is required; and
- (iii) Note the list of reports that have been sent to the Committee for information over the last month.

2. Context

- 2.1 The purpose of a forward work programme is to help ensure Councillors achieve organisation and focus in the undertaking of enquiries through the Overview and Scrutiny function. Effective work programming is essential to ensure that the work of Overview and Scrutiny makes a positive impact upon the Council's delivery of services.
- 2.2 The Centre for Public Scrutiny's Good Scrutiny Guide recognises the importance of the forward work programme. In order to 'lead and own the process', it states that Councillors should have ownership of their Committee's work programme, and be involved in developing, monitoring and evaluating it. The Good Scrutiny Guide also states that, in order to make an impact, the scrutiny workload should be co-ordinated and integrated into corporate processes, to ensure that it contributes to the delivery of corporate objectives, and that work can be undertaken in a timely and well-planned manner.

- 2.3 Further information about the work programming process, including the procedures for referring new business to the programme, can be found in our Scrutiny Handbook on the Council's Scrutiny webpages (www.newport.gov.uk/scrutiny).

3. Information Submitted to the Committee

- 3.2 The following information is attached:

Appendix 1: The current Committee forward work programme;

Appendix 2: List of information Reports sent to the Committee over the last month.

Section B – Supporting Information

4 Risk

- 4.1 If proper work programming procedures are not put in place, the organisation and prioritisation of the work programme is put at risk. The work of Overview and Scrutiny could become disjointed from the work of the rest of the Council, which could undermine the positive contribution Overview and Scrutiny makes to service improvement through policy development.
- 4.2 This report is presented to each Committee every month in order to mitigate that risk. The specific risks associated with individual topics on the work programme will need to be addressed as part of the Committee's investigations.

5 Links to Council Policies and Priorities

- 5.1 Having proper work programming procedures in place ensures that the work of Overview and Scrutiny makes a positive impact upon the Council's delivery of services, contributes to the delivery of corporate objectives, and ensures that work can be undertaken in a timely and well-planned manner.

6 Financial Implications

- 6.1 There will be financial consequences for some of the reviews undertaken. These will be commented upon by the Head of Finance as the reports are presented. The preparing and monitoring of the work programme is done by existing staff for which budget provision is available.

Background Papers

Scrutiny Handbook

**Performance Scrutiny Committee – Partnerships
– Forward Work Programme**

Wednesday 6 June 2018 at 5pm		
Topic	Invitees	Information Required / Committee's Role
Wellbeing Plan	R Cornwall , Head of People & Business Change; T McKim , Partnership Policy and Involvement Manager; E Wakeham , Senior Policy and Partnership Officer and Chair of Well-being Plan Sub- Group.	Receive the Final Plan - Statutory obligation within the Wellbeing of Future Generations Act 2015 for this item to be included on the work programme.

Wednesday 20 June 2018 at 5pm		
Topic	Invitees	Information Required / Committee's Role
Education Achievement Services(EAS) Governor Support	Chief Education Officer EAS Representative Mr A Speight, Chair of Newport Governors Association	The level of support in place for Governors, responsibilities for funding this support and an assessment of the adequacy of resources for Governors.
Education Achievement Services Contribution – Financial Year 2017-18 and Value for Money Model for Commissioning Arrangements	Chief Education Officer EAS Representative	<ul style="list-style-type: none"> • Detail of the financial contribution which the Council has made and the level of support which the EAS has provided to Newport over the financial year 2017/8 • Information on a “Value For Money Model” so that the approach developed could be applied more widely

Wednesday 24 July 2018 at 5pm		
Topic	Invitees	Information Required / Committee's Role
Single Integrated Plan – Year End	R Cornwall , Head of People and Business Change (Overall Responsibility for Partnerships); B Owen , Strategic Director - Place (Economy & Skills Theme Lead); W Beer , Public Health Wales (Health & Wellbeing Theme Lead); Chief Inspector D Morgan , Gwent Police (Safe & Cohesive Theme Lead)	Performance Scrutiny of the PSB Partnership and its performance against the SIP objectives
Annual Forward Work Programme	Scrutiny Officer	To consider and approve its Work Programme for July 2018-19

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List of Reports sent to the Committee for information
Up to 18 April 2018

Name of Report	Date sent to Committee	Comments Received
Social Services and Wellbeing Act: Regional Area Plan	18 April 2018	None

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