

# Agenda



## Performance Scrutiny Committee - Partnerships

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Date: Wednesday, 3 April 2019

Time: 5.00 pm

Venue: Committee Room 1 - Civic Centre

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

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### Item

- 1 Agenda yn Gymraeg / Agenda in Welsh (Pages 3 - 4)
- 2 Apologies for Absence
- 3 Declarations of Interest
- 4 Minutes of the Meeting held on 6 March 2019 (Pages 5 - 14)
- 5 Shared Resource Service Update (Pages 15 - 64)
- 6 Regional Area Plan 2018-19 Summary Update (Pages 65 - 84)
- 7 Conclusions of Committee Reports  
Following the completion of the Committee reports, the Committee will be asked to formalise its conclusions, recommendations and comments on previous items for actioning.
- 8 Scrutiny Adviser Reports (Pages 85 - 94)
  - a) Forward Work Programme Update (**Appendix 1**)
  - b) Action Sheet (**Appendix 2**)
  - c) Information Report
  - d) Scrutiny Letters / Public Services Board Minutes

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Date of Issue: Wednesday, 27 March 2019

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# Agenda

## Pwyllgor Craffu ar Berfformiad – Partneriaethau

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Dyddiad: Dydd Mercher, 3 Ebrill 2019

Amser: 5 y.p.

Lleoliad: Ystafell Bwyllgora 1 – Canolfan Dinesig

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

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### Eitem

1. Agenda yn Gymraeg
2. Ymddiheuriadau am Absenoldeb
3. Datganiadau o Fuddiant
4. Cofnodion y Cyfarfod a 6 Mawrth 2019
5. Diweddariad Gwasanaeth Adnoddau a Rennir
6. Cynllun Ardal Ranbarthol 2018-19 Diweddariad Cryno
7. Casgliad Adroddiadau Pwyllgor  
Yn dilyn cwblhau adroddiadau'r Pwyllgor, gofynnir i'r Pwyllgor ffurfioli ei gasgliadau, argymhellion a sylwadau ar eitemau blaenorol ar gyfer gweithredu.
7. Adroddiad Cynghorydd Craffu
  - a) Diweddariad o'r Flaenraglen Waith - **Atodiad 1**
  - b) Taflen Gweithredu - **Atodiad 2**
  - c) Adroddiadau Gwybodaeth
  - d) Llythyrau Craffu / Cofnodion Bwrdd Gwasanaethau Cyhoeddus

Person cyswllt: Meryl Lawrence, Cynghorydd Craffu

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Dyddiad cyhoeddi: Dydd Mercher, 28 Mawrth 2019

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# Minutes



## Performance Scrutiny Committee - Partnerships

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Date: 6 March 2019

Time: 5.00 pm

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

In Attendance: Meryl Lawrence (Scrutiny Adviser), Ann Hamlet (Lead Safeguarding Officer for Health (Head Safeguarding Services ABUHB)), Robert Hartshorn (VAWDASV Chair of Regional Partnership Board), Rebecca Haycock (Manager of the Gwent Regional VAWDASV Team), Ed Price (EAS Challenge Adviser) and Daniel Cooke (Scrutiny Adviser)

Apologies: None

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### 1 Declarations of Interest

Councillor D Davies declared an interest as a Member of the Education Achievement Service Audit and Risk Assurance Committee.

### 2 Minutes of the Meeting held on 9 January 2019

The Minutes of the meeting held on the 9 January 2019 were **approved** as true and accurate record.

### 3 Education Achievement Service Business Plan 2019 - 2020

Attendees: Attendees:

- Sarah Morgan – Chief Education Officer
- Ed Price – EAS Challenge Adviser / Interim Service and Strategic Policy Lead
- Hayley Davies Edwards – EAS Principal Challenge Adviser - Newport

The Committee was advised that the Strategic Director – People was unable to attend the meeting and had asked that his apologies were offered at the meeting.

The Chief Education Officer informed the Committee that the Deputy Chief Education Officer was unable to attend the meeting today and offered his apologies.

The Education Achievement Service (EAS) Advisers presented an overview of the EAS Business Plan, drew the Committee's attention to the main points and invited the Committee to ask any questions they felt were relevant.

The Members asked the following questions;

- A Member enquired whether the "state of flux" referred to in the report in which the education system found itself would stabilise. The EAS Advisers explained that the new range of GCSE's would commence in 2023 following which there should be some stability. There was a high magnitude of change happening in particular around

accountability and curriculum, in schools and Education Departments. While generally positive about change high up and across the region, more detail is awaited.

The Chief Education Officer explained that some of the changes included: not being able to use Level Two results for accountability purposes, or; not being able to include BTEC results for measuring progress, due to which it would be difficult to gauge the difference and measure progress between schools. She advised that there would be an Elected Member Briefing on the subject to ensure all Councillors were made aware of the changes.

- A Member asked about the changing pressures upon schools. The Chief Education Officer advised the Committee that Newport City schools had the highest levels of engagement in the new curriculum workshops and learning. For this reason, Newport schools came out on top of the region. The EAS Advisers added that the reduction in Stage 3 Public Accountability Measures to remove requirement for Schools from Foundation to Key Stage Three to report at a local or regional level was designed to take some of the pressures away.
- A Member expressed concern about young people who leave primary schools that are categorised as Green with aspiration and move onto secondary schools categorised as Red or schools placed in Special Measures and asked how would the EAS improve Red and Special Measures schools over the next year.

The EAS Challenge Adviser explained that the EAS were involved in a project with Professor Waters upon the difference between Year 6 and Year 7 teaching. This work would have included collaboration between two primary schools and a secondary school to establish why there is that disconnect between Key Stage 2 and 3, and reaching the necessary foundation needed for Key Stage 4.

If a secondary school was struggling it needed to work within a Peer network to find support from its peers. Teaching and Leadership were everything when it came to a school performing well. The EAS Adviser referred to the Excellence in Teaching and Leadership Framework (ETLF), which was a self-evaluation toolkit being developed around excellence in teaching and leadership. Schools would use this toolkit to set a baseline and identify next steps for improvement by using a RAG rating across a number of different areas to show the school leaders where improvement was needed. Head and Deputy Head Teachers all attend workshops through the year to increase awareness of best practice. A copy of the Excellence in Teaching and Leadership Framework self-evaluation toolkit could be circulated to Members of the Committee when available.

The EAS Representative explained that there was research stating that young people become more susceptible to peer pressure from the age of 8 or 9 and primary schools managed this well, but as a young person joined a secondary school it becomes much more difficult. There was also the fact that young people reach adolescence around the same time as they join secondary school.

- A Member of the Committee asked about the transition from Primary to Secondary schools when pupils were joining from Green, Amber or Red categorised primary schools, whether this placed some young people at a disadvantage and what was being done to support the young people.

The Officer explained that the same protocols are available for each cohort of young people, with the focus being on one element at a time, for instance attendance levels. The EAS Advisers clarified that research had been undertaken on how the clusters work

and what made them successful and the EAS was working upon creating data profiles for each cluster and the data transfer between schools, which was identified as important in the Manchester University report commissioned by the EAS. Schools categorised as Red were provided with more support than other schools, which equated to 25 days a year. The support provided by the EAS and other local schools was all directed at improving the outcomes for the young people.

- The Committee discussed providing each school with aspirational achievements, which could be used to show the way towards a higher categorisation. The Chief Education Officer clarified that schools that are in the Red, are so because of Estyn's judgement and they will remain in the Red until Estyn decides otherwise. The EAS Advisers added that the aspirational achievements would be difficult to measure.
- The Committee requested explanation for the terms Step One, Two and Three to be provided. The EAS Advisers explained that Step One was a data driven judgement that groups schools together based on their performance but Welsh Government had changed, Step Two was related to the school's ability to improve (rated A to D), and Step Three concerns the support category of the school (Green to Red). Step One was an issue because WG states that at a local or regional level Key Performance Indicators could not be used for accountability purposes.
- A Member enquired who was responsible for a school in the Red category. The Chief Education Officer explained that at an individual school level the responsibility lies with the leadership team in that school. The Central Education Department provides challenge to the school for under-performance, using warning notices, statutory powers and sometimes replacing Chairs of Governors and commissions the EAS to promote those standards, but the corporate responsibility remains with the Local Authority. There were monthly meetings between EAS and the Deputy Chief Education Officer to discuss a wide range of items and this was a frequent item.
- A Member expressed concern that the changes to the education system in Wales might leave young people with Additional Learning Needs behind. The EAS Advisers stated that it was their role to rationalise the curriculum change for all young people including those with additional learning needs to ensure that didn't happen. While the curriculum change would affect learners with additional learning needs, there were other changes in legislation happening, that would further support young people with additional learning needs.
- A Member enquired about what defined a young person as a 'vulnerable' learner. The EAS Advisers explained that a young person who was not performing to the best of their ability would be classed as vulnerable, including: learners with additional learning needs; Looked after Children; Young Carers; young people in receipt of Free School Meals; young people who have specific needs that maybe only a school know about, and included young people who should be excelling but do not.
- A Member expressed concern that the EAS Business Plan did not contain enough about the delivery of Welsh in relation to the Welsh Language Charter and the disconnect between what's contained in the Business Plan and what's happening in schools. He asked what the EAS was doing to ensure Welsh was taught appropriately in schools.

The EAS Advisers informed the Committee that Estyn had stated that the outcomes relating to the Welsh language education in English speaking schools were strong and the EAS had a team to deliver support Welsh as a second language delivery in schools. The team feed into and share best practice on a national level which is driving forward

progress. Newport faces a challenge due to its geographical location near the English border and the demographical make up of its citizens.

- A Member of the Committee wished to know the method of categorising a school. The EAS Representative explained that EAS use a grid of qualities rated from A to D and Green to Red. The EAS Challenge Adviser and other education professionals rate the school on 30 to 40 different items. This information was then fed into the grid to produce a categorisation for the school. Leadership and teaching are the two most important aspects, and if there was no clear vision for a school then a Red category could result. The EAS would provide a link to be circulated to Members of the Committee for information.

The Chief Education Officer clarified that there needed to be qualifying work done to ensure the validity of the ratings provided by the EAS Challenge Adviser and education professionals. This was done by a Gwent based board, and again by a national board in Cardiff and there had been a very low proportion of judgements challenged and no judgements changed at any of the boards.

- The Committee enquired how the EAS knew that a young person would do equally as well in another school. The EAS Officers informed the Committee that this was something that they were considering to find a solution in part due to the end of the previously required data reporting. It was clarified that they still could track the distance travelled by a young person and their actual achievement distance a young person travels was always an indicator as to their success. The only young people that would not achieve were those with additional learning needs. Primary schools are so good that all young people would achieve to some extent. Going forwards the EAS and the Education Department would be using much more qualitative measures. Examples were provided of the education system in Finland that does not formally test young people until the age of 16 and the Programme for International Student Assessment (PISA), both of which the Welsh Government were talking about.

The EAS Officers explained that half of schools would be below the average line and that over a six-year period the worst performing school will improve to do better than the best performing school 6 years ago. The Chief Education Officer explained that more needed to be learned from the self-evaluation and that this would lead to better performing education and schools in Newport.

The EAS Officers offered to return in the summer to provide a seminar to Members on the changes that have happened since they presented in July 2018.

The Chair thanked the Officers for attending and they were excused from the meeting.

#### Conclusions

The Committee **agreed** to forward this Minute as a detailed record of its consideration of the Draft EAS Business Plan 2019-20 to the Cabinet to consider alongside the Draft Plan in particular the following comments and recommendations:

- The Committee's overall conclusion upon the report was that standards and levels of teaching is maintained and progressed without the ability to use school level data.
- Following consideration of the evidence gathered through questioning the Officers upon the draft EAS Business Plan 2019-20 the impression from the EAS and Education Department is that they have a greater confidence that they know the level schools are at now, using a collaborative approach between the EAS, Education Department and



Schools and also the cluster approach to schools. There is also a greater understanding of the journey of the young person from primary to secondary.

- The Committee raised concerns about the transition from Key Stage 2 to Key Stage 3, which they felt was an area for improvement and requested that when completed Professor Waters' research into the difference between teaching in Year 6 and Year 7 be issued to the Committee for information.
- The Committee raised concerns relating to the reduction in staffing in EAS is now 44% smaller than in 2012, which is shifting the reliance for support onto other schools in the network and peers rather than the EAS. Over reliance upon other schools could impact upon them adversely.
- The Committee recommends that the EAS should have the confidence to push the Welsh Language forward in their Business Plan as a priority in accordance with the Welsh Language Charter.

The Committee formally requests the following from the Education Achievement Service to be circulated to Members of the Committee for information:

- The school categorisation matrix and supporting information;
- The Excellence in Teaching and Leadership Toolkit;
- The research into cluster based working by Manchester University, when completed;
- The EAS to provide an update seminar to the Committee upon the changes and progress made since July 2018, when the Committee received their first update on accountability and curriculum.

#### **4 Delivering the Violence Against Women, Domestic Violence and Sexual Violence Strategy in Newport**

Attendees:

- Mary Ryan – Safeguarding Manager
- Rebecca Haycock – Manager of the Gwent Regional VAWDASV Team
- Ann Hamlet – Lead Safeguarding Officer for Health (Head of Safeguarding Services ABUHB)
- Robert Hartshorn – VAWDASV Chair of the Regional Partnership Board

The Safeguarding Manager presented an overview of how the six strategic priorities within the Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Strategy were being delivered in Newport, followed by the Attendees presenting upon the strategic priorities that aligned with their specific areas of expertise.

The Committee asked the following questions;

- A Member expressed concern that the VAWDASV training had only been delivered to 14% of school staff, whom they believed should have been a priority and asked what happened if school staff saw something that concerned them.

The Safeguarding Manager explained that the training to date had been successful and an unforeseen, but positive, result was a quarter of recipients had disclosed

incidence of domestic violence. The set of national indicators provided a percentage of the number of people trained but did not highlight the quality of the training provided. With regard to school staff, the 'Keeping Learning Safe' document which was part of the national learner framework was used to ensure teachers were aware of their duty of care for the young people they worked with.

The Safeguarding Manager informed the Committee that the Local Authority's Safeguarding Champions had been launched the previous month. These individuals would be taking the training back to their own team meetings. The Champions were nominated by their peers, or volunteered during Safeguarding week. The Champions would be receiving full training in the summer, from which they would be able to support people in their teams to seek and reach out for support needed.

There were a number of places where an individual or someone with concerns for the welfare of another could seek support or make a referral. These included a national helpline and a number of Third Sector organisations, including Newport Women's Aid and the Newport City Council Safeguarding Hub. The Police could be contacted for high risk cases.

The Safeguarding Manager explained that the e-learning Training would be rolled out to all Members over the summer of 2019. The upskilling of people in the community was also on the agenda, the hope would have been that by doing this there would have been more people to ask the right questions and to then appropriately deal with the information.

The Committee agreed that all Members would benefit from training.

- A Member asked about the methods of communication used by the VAWDASV team, particularly on social media and what joint working opportunities the team had pursued?

The Attendees explained that the Act was still relatively new and that they would focus on public sector organisations first, then private organisations and then the Third Sector. The VAWDASV team had been researching the options for communicating with the public and other professionals and the reach and impact of the options.

- Members and Attendees discussed how the Act aims to provide a strategic focus to prevention, protection and support for all individuals affected by such violence and abuse. These individuals include male, female and transgender people. The VAWDASV team worked with victims but also perpetrators to establish why the violence happened and what can be done to prevent it happening in the future.
- A Member questioned the RAG status as there was no explanation of what constitutes Red Amber or Green status.

The Committee were advised Welsh Government was consulting on national indicators and the information needed to set benchmarks and targets for each of the measures and actions would stem from this. Currently, Red Actions and Measures were considered to be really concerning, those that were Amber were problems that could be addressed. The Actions and Measures were reviewed at each quarterly board meeting and things changed relatively quickly.

The Committee that an action plan be developed indicating how each Red and Amber measures would be moved to the Green category after the Welsh Government consultation finishes and the results are published.

- The Committee enquired as to what the Attendees meant when they said the term mandatory training and what was its aim. The Attendees explained that the training was to be used to raise awareness and how to best act if an issue was brought to your attention or you had concerns. The statutory responsibility relating to training was two-fold, the first was the e-learning package which was used to raise awareness of the VAWDASV Act. In this context mandatory means that all staff and volunteers must complete the e-learning training. The second statutory aspect was the 'ask and act' training, which takes place over a morning and the purpose is much more role specific to the individuals undertaking the course. Both training packages were suited to the local needs of Newport.
- The Members enquired whether resources would be made available to meet an increase in the number of referrals increased drastically from a large number of people becoming more aware. The Members continued to state that it would not have been fair if the quality of service declined when the people needed it the most.

The Safeguarding Manager explained that the number of referrals they received was closely monitored and that additional resources would need to be sourced if there was a demand. The nature of the domestic violence dictated what additional resources would be required to provide the service.

There were four domestic homicides in Newport, which was the highest of any Local Authority in Wales. Domestic homicides in Gwent were not monitored by any service until this board was established.

- The Committee queried the factors causing the rise in domestic violence. The Attendees stated that the increase was related to young people. Government research had found that by the age of 21, what you have experienced will show in your behavioural traits. Domestic Violence was becoming more visible and was considered normal by some people.

The team had worked in partnership with a Merthyr Tydfil based project that taught young people about healthy relationships. The Attendees went on to clarify that while domestic violence was increasing with young people it is an issue in all cultures and all economic backgrounds.

- The Members asked if there was anything that they could have been doing in the Community.

The Attendees explained that it was being looked at across Gwent and a lot of work was involved in preparing people to have those discussions with people who they thought might be at risk. There was a campaign that increased awareness of male violence against women which was being rolled out across Gwent. A whole school approach was also something that the Attendees believed would enable young people to obtain the support needed.

- The Members asked about the sustainability of funding the service in Gwent, as the Members felt that losing the services was not an option. The Attendees explained that they asked the same question to the Welsh Government at each Board meeting and would continue to ask.

- The Committee wished to know what the key issues face by the team from taking the Act forward, what level of Officers do the board engage with and do they see the regional partnership working? The Attendees explained that resources were needed and the ever changing culture can sometimes mean that the work being complete just missed the mark. Additional resources would also help with the complexity of regional working, as sometimes the work being done does not fit the key themes identified by the five local authorities. The Board works with Head of Service and Directors across the five local authorities and the regional partnership was working to deliver the Act.
- Members discussed the Council's Corporate Safeguarding responsibility, and noted that a report was being presented to the Overview and Scrutiny Management Committee next month on this matter. The Committee noted the links between Corporate Safeguarding and reducing domestic abuse as one component of this Corporate responsibility.

### **Conclusions**

The Committee made the following comments and recommendations:

- The Committee welcomed the update report upon delivering the Violence Against Women, Domestic Abuse and Sexual Violence Strategy (VAWDASV) in Newport, which had many positives including the Home Office Recognition of the VAWDASV pilot in the Gwent Area.
- The Committee requested an update on the progress made to be brought back to the Committee in one years' time and that the report includes a clear ambition, action plans with clearly explained RAG status and more data to be included e.g. on prosecutions, etc.
- Further information on the Action Plan measures and targets to be provided to the Committee when available and an explanation of the RAG categorisation targets.
- The Committee expressed concern that sustainable funding was required otherwise limited resources could inhibit the work able to be done and the need to be mindful of the pressure of increasing work against limited funding resulting in only being able to light touch on a wide range of areas.
- The Committee agreed that all Members would benefit from VAWDASV Training.

### **5 Cardiff Capital Region City Deal Joint Overview and Scrutiny Committee Update**

The Chair presented a brief verbal update to the Committee upon the second meeting of the Cardiff Capital Region City Deal Joint Overview and Scrutiny Committee which took place on 5 February 2019. Links to the Agenda, reports and Previous Minutes had been provided in the Background Papers of the Report and a link to the Minutes of the latest Meeting would be circulated when available.

He advised that Members of the JOSOC had attended a visit to the Semi- Conductor Site on the morning of the meeting, followed by the Joint Committee meeting in Beechwood House, Newport in the afternoon for the consideration of reports upon: CSC Foundry Building Report; the Joint Working Agreement Business Plan, and; Forward Work Programme, Training and Schedule of Meetings.

Members discussed whether the resources provided were sufficient to provide assurance that the Cardiff Capital Region City Deal was being scrutinised effectively.

**Conclusions:**

1. The Committee noted the update provided by the Chairperson following the meeting of the Joint Overview and Scrutiny Committee held on 5 February 2019.
2. The Scrutiny Adviser agreed to circulate the Minutes of the Joint Scrutiny Committee to Members of the Committee once they became available.
3. The Committee would continue to receive updates following future meetings of the Joint Overview and Scrutiny Committee.

**6 Scrutiny Adviser Reports**

Attendee:

- M Lawrence (Scrutiny Adviser)

**a) Forward Work Programme Update**

The Scrutiny Adviser presented the Forward Work Programme, and informed the Committee of the topics due to be discussed at the next Committee meeting:

**3 April 2019:**

- Regional Area Plan 2018-19 Update - Gwent Regional Partnership Board
- Shared Resource Service Update

The Committee **agreed** the topics for the next meeting, as above.

**b) Action Sheet**

The Scrutiny Adviser presented the Action Sheet and advised the Committee that as indicated in the table, the item had been actioned.

**c) Information Reports**

The Scrutiny Adviser advised that the following report had been circulated to Members of the Committee as an Information Report and that no comments had been received:

- **WAO Service User Perspective Review, Flying Start – Newport City Council.**

**d) Scrutiny Letters**

The Scrutiny Adviser informed the Committee that a Scrutiny Letter had been sent to the Public Services Board scheduled for 12 March submitting the comments the Committee had made upon the Well-being Plan Mid-Year Update at the 9 January meeting. The Minutes of the that Public Services Board meeting would be circulated to the Committee for information when available.

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# Scrutiny Report

## Performance Scrutiny Committee - Partnerships

### Part 1

Date: 3 April 2019

### Subject Shared Resource Service Monitoring Update

Author Scrutiny Adviser

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

Invitee:	Designation:
Matt Lewis	Chief Officer Shared Resource Service
Kath Beavan-Seymour	Assistant Director Shared Resource Service
Mike Doverman	User Support Manager Shared Resource Service
Rhys Cornwall	Head of People and Business Change
Mark Bleazard	Digital Services Manager
Dominic Gibbons	Digital Projects Manager

## 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’s arrangements for IT service delivery;
2. Determine if it wishes to make any comments to the Shared Resource Service.
3. Determine the timescale for monitoring this partnership as part of the Committee’s work programme for 2019-20.

### 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 7 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 held on 4 October 2017 Report and Minute is included in the Background Papers in Section 7 of this report.)**
- 2.3 At its meeting on 25 April 2018, this Committee considered an Update on the Shared Resource Service's service delivery at the end of the first year and made the following conclusions:

The Committee **agreed** that:

- Overall clearly there was more work to be done, but that while the explanations and reasons provided by Officers verbally had not been included and evidenced in the report, the additional verbal information provided at the meeting in answer to Members' questions and supplementary to the report had reassured the Committee and provided confidence.
- The Performance data needed to include more detail, comparable data and clear actions on outstanding objectives in future reports.
- While it had concerns over the missed dates it accepted the reasons provided by Officers. The Investment Objective deadlines need to be reviewed and updated for inclusion in the next report to Committee, particularly for those investment objectives which had not been met within the original timescales and which had passed.
- The Committee to receive a more detailed updated monitoring report upon the SRS in 12months, to be included in the Committee's draft Annual Forward Work Programme.
- There should be wider evaluation of engagement through other mechanisms, due to concerns regarding the very low response rate to customer satisfaction.
- The Committee wanted it to be noted that there had been a lack of appetite for other Local Authorities to engage in the Shared Resource Service (SRS) since the Welsh Government Green Paper: *Strengthening Local Government* had been published and this was a risk to the SRS moving forward.  
**(A link to the Performance Scrutiny Committee – Partnerships held on 25 April 2018 Report and Minute is included in the Background Papers in Section 7 of this report.)**



- 2.4 The Committee also approved its Forward Work Programme on 25 July 2018 2018 to include an Update report upon the Shared Resource Service. ***(A link to the Performance Scrutiny Committee – Partnerships held on 25 July 2018 Report and Minute is included in the Background Papers in Section 7 of this report.)***

### **3 Information Submitted to the Committee**

- 3.1 The following are attached for the Committee's Consideration:

**Appendix A** - Submission of Evidence to Scrutiny - Shared Resource Service (SRS) Update

**Appendix 1** - SRS Strategic Board Terms of Reference

**Appendix 2** - SRS Finance and Governance Board Terms of Reference

**Appendix 3** - SRS Business and Collaboration Board Terms of Reference

**Appendix 4** - SRS Supporting Data for Key Performance Indicators (KPIs)

### **4. Suggested Areas of Focus**

#### **4.1 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.
- In drawing its conclusions, the Committee should assess:
  - 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 SRS?
  - What are the requirements for ongoing monitoring of SRS on the Committee's work programme?

## Suggested Lines of Enquiry

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

<p><b>Investment Objectives:</b></p> <ul style="list-style-type: none"> <li>• What is the overall view of the SRS's progress in delivering the Investment Objectives at this stage?</li> <li>• What is planned to progress investment objectives that are outstanding at this stage?</li> <li>• What barriers are there to delivering the investment objectives?</li> <li>• For those objectives not met within timescales, what mitigations are in place to enable the SRS to complete them and within what timescales?</li> </ul> <p><b>Partnership Arrangements:</b></p> <ul style="list-style-type: none"> <li>• How effectively the Shared Resource Service partnership arrangement is working?</li> <li>• Are any other methods are being used to evaluate effectiveness of the arrangements e.g. Regulatory Reports or Reviews?</li> </ul>
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## Wellbeing of Future Generations (Wales) Act

- 4.3 The Committee's consideration of the Shared Resource Service Monitoring Update should consider how the Partnership is maximising its contribution to the five ways of working. The following are examples of the types of questions to consider:

5 Ways of Working	Types of Questions to consider:
<p><b>Long-term</b></p> <p>The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</p>	What long term trends will impact upon the delivery of the Investment Objectives?
	How will changes in long term needs impact upon the delivery of the Investment Objectives in the future?
<p><b>Prevention</b></p> <p>Prevent problems occurring or getting worse.</p>	What issues are facing the Partnership's service users at the moment?
	How is the Partnership addressing these issues to prevent a future problem?
<p><b>Integration</b></p> <p>Considering how public bodies' wellbeing objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</p>	How does the Partnership's performance upon the delivery of the Investment Objectives impact upon the services of other public bodies and their objectives?

5 Ways of Working	Types of Questions to consider:
<p style="text-align: center;"><b>Collaboration</b></p> <p>Acting in collaboration with any other person (or different parts of the organisation itself).</p>	<p>Who has the Partnership been working with to deliver the Investment Objectives?</p> <p>How is the Partnership using knowledge / information / good practice of others to inform / influence delivery of the Investment Objectives?</p> <p>How effectively the Shared Resource Service partnership arrangement is working?</p> <p>Are there examples of good practice of collaborative working?</p>
<p style="text-align: center;"><b>Involvement</b></p> <p>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.</p>	<p>How has the Partnership sought the views of those who are impacted by the delivery of the Improvement Objectives?</p> <p>How are service user experiences being used to assess performance?</p>

## 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 The Characteristics of Effective Partnership Scrutiny set out in the Guidance for Local Authority Scrutiny Committees on the scrutiny of Public Services Boards issued by Welsh Government in August 2017 can equally be applied to the scrutiny of other Partnerships and states that:

*“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.

*(For Members' information, a link to the full Welsh Government Guidance is included in Section 7 of this report in the Background Papers.)*

## 6 Links to Council Policies and Priorities

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

<b>Well-being Objectives</b>	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
<b>Corporate Plan Commitments</b>	Thriving City	Aspirational People		Resilient Communities
<b>Supporting Function</b>	Modernised Council			

## 7. Background Papers

- Cabinet [14 March 2016 Report \(Item 13 refers\) and Minutes](#).
- Performance Scrutiny Committee – Partnerships - [25 April 2018 Report \(Item 5 refers\) and Minutes](#)
- Performance Scrutiny Committee – Partnerships - [25 July 2018 Report \(Item 6 refers\) and Minutes](#)
- Performance Scrutiny Committee – Partnerships - [4 October 2017 Report \(Item 6 refers\) 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 2017-22](#)

Report Completed: 25 March 2019

**APPENDIX A**

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## **Shared Resource Service (SRS) – Partnership Scrutiny Update – April 2019**

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### **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(NCC). 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 14<sup>th</sup> March 2016. Following further development of the business case, NCC's IT Service formally joined the Shared Resource Service on 1<sup>st</sup> April 2017. The service has been part of this partnership for approximately 24 months. A report was presented to Partnerships Scrutiny Committee in April 2018. Following feedback from the Committee, the structure and content of this report has been amended accordingly.

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.

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). A new Service Level Agreement (SLA) was developed and approved by SRS partners in June 2018. It outlines additional performance measures that will be enabled by the introduction of a new service desk product delivered in 2019, and by utilising monitoring tools deployed across all partners.

Of the 5 specific performance measures 1 is amber and 4 are green against their respective targets. These performance figures for the year 18/19 to date (April 2018 – February 2019 inclusive) are detailed in the table below.

Measure	Performance against target	Target (Year to date)	Actual (Year to date)
PBC/062 % ICT Helpdesk calls resolved at first point of contact	Amber	70%	68%
PBC/061 ICT customer satisfaction %	Green	80%	94%
PBC/060 ICT calls resolved against SLA %	Green	85%	91.8%
PBC/059 ICT System Availability %	Green	99%	99.7%
PBC/058 Number of P1 High Priority calls within a month	Green	110	7

### ICT Calls resolved at first point of contact

The SRS target to resolve 70% of all calls at the first point of contact. This is 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.

This is a challenging target due to the breadth and complexity of many IT problems. For this year, the SRS' performance for NCC is slightly below target at 68%, however this shows an encouraging trend upwards from 17/18 which was reported as 57.5%. This performance has improved over the year as new staff were recruited to the SRS Service Desk.

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 or external service providers. 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 80%. SRS' performance for NCC is 94%, again an increase from the previous year (73.7%). Customers that express that they are 'completely dissatisfied' have their comments reviewed and these are discussed at Delivery Group meetings as appropriate. It is worth noting that with the new service desk product the availability of "simplified" surveys will be examined, so we can look at increasing the feedback from customers as surveys will take less time to complete. (We are unable to do this with the existing product).

### 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 91.8% so above the target. This is a wide measure of performance across all calls so is a positive 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 99.7% which is above the target of 99.0%.

### **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 7 so significantly better than the target. This target may need to be reviewed when the new service desk is implemented 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 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.

Whilst the formal Board is quarterly, this group are now meeting monthly to ensure that all partners are talking to each other around collaborative opportunities.

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

### **Delivery Group**

The SRS holds monthly Delivery Group meetings with each partner separately. These meetings are an opportunity to review the performance data for the previous month but is also the primary mechanism for reviewing the progress and prioritisation of projects. All new engagement requests are reviewed jointly, and work is prioritised for the next month period. NCC is represented by its client function led by the Head of People and Business Change. Following feedback, the focus of these meetings is also aligned to the strategic issues such as NCC's investment objectives for becoming a partner of the SRS.

### **Partnership Manager**

The SRS has reviewed the current arrangements for the client engagement, programme management (currently fulfilled by the Technical Collaboration Manager) plus the scheduling of the core planned work delivery and restructured the existing teams to introduce a Partnership Manager role for each partner. This individual will be primarily based on the partner site and will be the Business Relationship Manager. This individual will be the key link between the partner and the SRS for the planning and co-ordination of all aspects of planned work within the SRS as well as a key point of escalation.

### **Aligning the Boards**

Based on feedback to the Chief Operating Officer (COO) around the activity at each of the different Boards described above, the COO has put in place a number of regular meetings with each partner.

These include:

- a meeting with representatives of all Boards per organisation. The Newport meeting invitees are therefore Cllr Mayer and Will Godfrey as Strategic Board Members, Rhys Cornwall as the Business and Collaboration Board Member and Meirion Rushworth as the Finance and Governance Board Member.
- a one to one meeting with each Chief Executive Will Godfrey in Newport.
- a one to one meeting with the Business and Collaboration Board Member, Rhys Cornwall in Newport.
- a meeting between the SRS Business Manager and the nominated Finance representatives to ensure greater understanding between organisations on costs, budgets, forecasts etc.

## **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. Following a restructure in May 2018 this includes posts of Digital Services Manager, Digital Projects Manager, Digital Projects Officer and a Digital Projects Support Assistant. 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 City 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. This Board raises issues to the recently formed Modernised Council and Thriving City Boards as appropriate.

### **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 30 staff who undertake this role in addition to their existing roles within the Council.

## 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**

The SRS services both the Newport Corporate organisation and the Newport Education organisations. These are two separate sources of capital funding that the SRS can utilise. The reduction in the capital programme is specifically related to the corporate organisation, however, it is important to show the positive impact the SRS is having in Education as well.

**Corporate Capital**

As previously reported, the result of the move to the SRS has seen the annual IT Capital Programme (Corporate) 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 was based on plans for simplified, shared infrastructure based at the SRS data centre in Blaenavon. A significant amount of the existing NCC infrastructure is ageing. For this reason, the SRS has completed a full audit of hardware and developed an options appraisal and plans for replacement/migration as appropriate. The first phase of this was the desktop refresh which is a total cost of approximately 900k over a 4 year rolling programme. This has been presented to the delivery group and will equip all staff with new machines to replace the current desktop provision. The second phase split into 2 areas, Server and Network. These will be presented to Newport for the start of the new financial year at the delivery group meeting. On February 19<sup>th</sup> an agreement was made with the Finance and Governance board to present all capital plans to partners during March.

A positive example to share is the 2018 move of iTrent from Caerphilly to Blaenavon for the service Newport receive. A March 7<sup>th</sup> 2019 presentation to the Business and Collaboration Board shows that Newport specifically saved £17k on implementation costs, £15k in ongoing maintenance costs, £12k in database licensing and a £7k one off saving in software assurance fees. This is an example of how the SRS has driven down the cost of capital refresh and how we will continue to work moving forward.

**Education Capital**

In addition, there is little Education capital available and the schools require a significant investment. The SRS has developed a package of improvements that will migrate any schools that wish to take a service from us to migrate across to the Education centralised infrastructure.

A business case was developed by the SRS to use surplus Education funding for migrating schools. This business case was developed and agreed after the first successful implementation in Jubilee Park. Bassaleg are scheduled to be migrated in the summer of 2019 and any new schools e.g. Glan Lyn will automatically take advantage of the EDU 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 agreed to fund a large capital investment in equipment and systems to improve disaster recovery and business continuity. The disaster recovery project is one of Newport's priority projects and it consists of 2 phases.

Phase 1 of the disaster recovery project has been completed and that the data that resides on the primary solution in Newport is also replicated to the Disaster Recovery solution in Blaenavon. At the end of this phase the reliance on off-site storage of data has been removed and all data is now backed up to SRS Blaenavon.

Phase 2 is being scoped concerning application availability of priority systems from the SRS cloud, in line with the reduction of capital expenditure. There is a heavy reliance on Newport to review their priority systems to ensure that the SRS is able to focus on a sub set of systems to restore during a disaster.

A key area for the SRS over the next quarter is to get a dedicated Business Continuity Manager in place for April 2019. The need for Business Continuity Management (BCM) posts was discussed at the Finance and Governance (F&G) Board in September 2018 where the Board received a comprehensive update on the plans we were proposing for BCM. At that time the posts were not approved and the SRS were in a holding position awaiting the funding for the roles to be able to progress with BCM as a core service delivery item.

At the December F&G Board, the SRS presented budget papers which included the request for the additional BCM resources. The SRS was asked to develop savings options to reduce the overall costs of the SRS and to remove other roles within the SRS to be able to fund BCM.

The recruitment process has now commenced and is due to conclude by the end of March 2019. The due dates within the entire BCM audit will need to be revised to reflect the start date of the Business Continuity Manager and the delay in approval of funding. The F&G Board have been provided this update at each meeting and agreed the position.

The responsibilities of this role will include the delivery of Business Continuity Plans to dovetail in to all partners plans as well as the generation of Business Impact Assessments (BIA). BIA's are critical for the SRS to understand recovery priorities if the plans are invoked, for example, they help us understand the reliance that NCC has on external contracts and for SRS to outline the risks. A good example would be the Norse air conditioning contract for the computer rooms in Civic Centre, Newport, the maintenance and upkeep of the aircon system has a direct influence on the running of the IT provision for Newport. In the event of a failure the SRS rely on Norse for aircon repair, however this is a SLA between Newport and Norse and therefore Newport's contract so outside of SRS control.

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

The SRS has approximately 220 staff working across all of the service areas and organisations. Significant progress has been made in development of these staff to ensure the flexing of appropriate resources across all partners to share knowledge and experience.

There are still a large number of different systems in operation by the SRS partners which affects the rate at which cross skilling can progress. This is an area that the SRS is focussing the Business and Collaboration Board on to reduce the disparity of systems across the five partners.

A significant milestone was reached in October 2018 with the launch of the “on call service” for Newport. We have continued the cross skilling of technical teams so that they can work to best endeavours when called upon through our on call service.

As an example of the level of change across the staff that used to be employed by Newport, there were 32 named staff on original transfer.

Of those 32:

- 4 have additional cross organisation duties
- 7 have left and have been replaced by SRS staff
- 9 have new roles within the SRS
- 7 are in the same role
- 3 were already SRS staff loaned to Newport
- 2 are TUPE and cannot be changed

This means only 28% of those staff are in the same role today as they were pre transfer. This is a positive position for cross skilling. For example, the Service Desk, has no pre transfer staff yet the SRS continues to improve on SLA delivery. We also have many pre existing SRS staff providing support across Newport systems today, for example, a SRS Application/Database Architect performing EMS One and iTrent migrations.

Recently, Newport underwent an audit for its use of Oracle licensing. The SRS brought in skilled Oracle audit resource from within our teams to ensure that Newport were only using what it is licensed to use. A programme of investigation and remediation ensured that the Newport audit was successful. There are many examples of the Public Sector being fined millions of pounds by Oracle for license inaccuracies and the SRS feels that it supported Newport with skilled resource and knowledge it would not have otherwise had to ensure a successful outcome.



**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)**

There are a number of risks associated with the current infrastructure in Newport, as there are with all partners. The SRS has undergone a process of identifying the “fragile” items in Newport with a view to feeding the output into the capital refresh programme. The output of this work is currently being worked through and the SRS are making improvements where it can for no cost or minimal resource.

This is being highlighted through the work being completed with the capital refresh programme (detailed under Investment Objective 1).

In addition to this a number of steps have already been taken to improve the underlying stability of the infrastructure. There are many shining examples of this which include:

- the implementation of Office 365 Email and Skype services. This project removes the need to have infrastructure on site and is a fore runner to many major improvements that will happen in Newport. The bulk of the work has been done and Newport are now in a very strong position to take advantage of the entire Office 365 suite of products.
- the migration of iTrent services from Caerphilly to Blaenavon which increased the SRS’ ability to support it and brought about many improvements in performance for HR / Payroll in Newport
- the migration away from the end of life SWIFT platform for Social Services to the national All Wales solution called WCCIS.
- the migration away from Oracle CRM to My Council Services resulting in a considerable cost saving and the delivery of a CRM platform that could be used by Newport
- the replacement of the infrastructure that Oracle Financials sat on which was unsustainable and unreportable and the SRS has put Newport into a much stronger position.

## **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 and is driven by the Business and Collaboration Board, some examples are described below.

### **Office 365 (Mail / Skype)**

The move to Office 365 for e-mail and other systems has been planned and will be complete by the end of the financial year. As well as email and Skype, the technology will give Newport a secure platform for the use of corporate mobile devices, and the ability to enable Newport colleagues to communicate with the other SRS partners through the use of a single “OneWales” tenant. With the adoption of Office 365 Newport gains access to the other Microsoft products within the product suite such as but not limited to;

- a. **Delve** – Document discovery
- b. **Planner** – Project Management
- c. **Sway** – Presentation tool
- d. **Power Bi** – for business intelligence

### **Backup / Disaster Recovery**

A project is underway for all partners to use a product called “Veeam” for backing up data into a cloud service on the basis of renting the space as a commodity service. Two partners have migrated to this solution and Newport will be migrated at the point that the current IBM hardware becomes end of life, which will further reduce the need to draw on the capital refresh programme.

### **PSBA GovRoam**

This is the ability to securely connect to your organisations services from any public sector location enabling Newport staff to work from anywhere, securely. This is currently rolled out with two of the SRS partners as a test phase, once complete Newport will benefit from this rollout from Q1 of 19/20.

### **Gov Wifi**

This is a project to implement secure guest wifi for any visitor to the Council without the need to generate unique accounts or be provided with a password. It is a nationally provided, UK Government wifi scheme which is currently in test in Newport Civic Centre and will be live in all SRS partners in Q1 of 19/20.

### **Telephony Solution (Hardware)**

The current telephony solution is mix of on premise and hosted across the SRS partners.

Newport currently use a hosted provision which was a Welsh Government initiative.

The SRS are currently working on a proposal for an all partners telephony solution through the Business and Collaboration board. The current thinking is that the SRS want to get as much value out of the Office 365 license as possible and we will be investigating the use of Skype for all telephony.

### **Telephony Solution (Call Plans)**

The PSBA gateway is a cloud telephony service used for all calls in the Public Sector in Wales to call externally. The tender period ends in October and Welsh Government have advised that Authorities will need to award contracts directly for call packages as there will be no replacement tender let by them. The SRS are working on a proposal for all partners through the Business and Collaboration board as a replacement contract.

### **Applications Landscape**

The SRS are working with the Business and Collaboration Board on a set of recommendations to deliver positive outcomes in relation to collaboration on the below systems. This process starts on March 7<sup>th</sup> and the SRS will be able to verbally update on progress in April.

- a. **Revs and Bens**
- b. **HR & Payroll**
- c. **Financials**
- d. **EDU Corp**
- e. **Planning**
- f. **CRM**
- g. **Info @ work**

### **Secure Mobile Working**

The SRS have built a single method of securing mobile / smart / tablet technology when accessing corporate Email / Skype / Office 365 services. This is currently being tested by Newport, on behalf of all partners, and will become the standard for all.

This means that anyone will be able to use any device as long as they agree to allow the work portion of that device to be “managed” by the SRS.

**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. For partners to be assured that the work we are completing utilises the partners resources in the right way the SRS introduced 5 categories of work that is fully transparent and is discussed in monthly Delivery Groups.

The 5 channels are below and the percentage of partner resource allocated;

1. PSN – Security work required to ensure we remain connected to the Department of Work and Pensions – **30%** of resource
2. Audit – Complete any actions from Audits – **10%** of resource
3. SRS Recommended work – work required to keep key partner systems functioning – **20%** of resource
4. Customer recommended work – work required by the partner on key systems (new features or upgrades) – **20%** of resource
5. Project Work – **20%** of resource

**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. The SRS have invited suppliers to tender for hardware across all Local Authority partners to ensure we all gain the benefit from device standardisation, ease of deployment and economies of scale.

A number of examples exist here which are relevant and they include CRM, Microsoft licenses, iTrent and user devices.

- CRM. The cost of CRM to Newport is greatly reduced from the standard G-Cloud pricing because the SRS procured an Enterprise license.
- the SRS are currently implementing mobile device security products in the Office 365 toolset. This work is being done once for all partners which means that we only pay for the work to be done once, work which is currently being done by a SRS Desktop Architect.
- the Business and Collaboration Board will be presented with Midland iTrent options around a single combined license. This comes with savings when compared to existing license costs.
- The SRS are currently out to tender for a single standard laptop /desktop device for all partner organisations, the costs are expected to be lower than that of the previous Newport only standard device.

**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 completely 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 migration of all partners to Office 365 demonstrates this intent. Newport have migrated over to use Skype services and Email services from within the Office 365 cloud environment and other critical, foundational infrastructure services have already been moved.

The Office 365 migration is a key enabler of service transformation moving forward.

**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.

Whilst there is a long way to go, key foundational steps have been taken to move Newport into the OneWales platform and secure the service from the ground up.

**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 NEWPORT as detailed in the council's Digital Strategy. SRS colleagues attend the Digital City Board so SRS are aware early of any key projects raised to support and deliver the Digital Strategy.

## 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"> <li>1. set the Strategic Direction of the SRS.</li> <li>2. provide collective challenge to the Business and Collaboration Board around alignment to the SRS Strategy and identify collaborative opportunities across all partners.</li> <li>3. provide collective challenge to the Finance and Governance Board around alignment to the SRS Strategy and assurance to all partners.</li> <li>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"> <li>a. deliver effective ICT services from a single combined unit and operate as one SRS.</li> <li>b. improve services to provide a solid foundation upon which partner organisations can operate.</li> <li>c. ensure the investment in technology is focused on delivery of the corporate priorities of the partner organisations.</li> <li>d. develop a capable, professional workforce that can meet the challenges within technology over the coming years.</li> <li>e. provide a collaborative platform for public sector organisations to share common ground.</li> </ol> </li> <li>5. support the SRS Chief Operating Officer to drive a digital by default position in all partner organisational business strategies.</li> <li>6. support the SRS Chief Operating Officer in identifying and integrating wider Public Sector collaborative opportunities.</li> <li>7. support the SRS Chief Operating Officer to drive collaborative, transformational change through all partner organisations in line with the SRS Roadmap.</li> </ol>
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"> <li>- SRS Chief Operating Officer</li> <li>- Elected Member (Monmouthshire)</li> <li>- Chief Executive (Monmouthshire)</li> <li>- Elected Member (Torfaen)</li> <li>- Chief Executive (Torfaen)</li> <li>- Elected Member (Blaenau Gwent)</li> <li>- Chief Executive / Lead Director (Blaenau Gwent)</li> <li>- PCC (Gwent OPCC)</li> <li>- Chief Constable (Gwent OCC)</li> <li>- Chief Executive (Newport)</li> <li>- Cabinet Member - Community and Resources (Newport)</li> <li>- Additional members as agreed from time to time</li> </ul>

	<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



## 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"> <li>1. assure the Strategic Board that the SRS is delivering value for money.</li> <li>2. support the development of a medium term financial plan for the SRS for capital and revenue needs.</li> <li>3. support the audit programme at the SRS and receive updates from audit in relation to the combined audit programme.</li> <li>4. provide collective challenge to each other around alignment to the SRS Strategy.</li> <li>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"> <li>a. deliver effective ICT services from a single combined unit and operate as one SRS.</li> <li>b. improve services to provide a solid foundation upon which partner organisations can operate.</li> <li>c. ensure the investment in technology is focused on delivery of the corporate priorities of the partner organisations.</li> <li>d. develop a capable, professional workforce that can meet the challenges within technology over the coming years.</li> <li>e. provide a collaborative platform for public sector organisations to share common ground.</li> </ol> </li> <li>6. support the SRS Chief Operating Officer to drive a digital by default position in all partner organisational business strategies.</li> <li>7. support the SRS Chief Operating Officer in identifying and integrating wider Public Sector collaborative opportunities.</li> <li>8. support the SRS Chief Operating Officer to drive collaborative, transformational change through all partner organisations in line with the SRS Roadmap.</li> </ol>
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"> <li>- SRS Chief Operating Officer (Chair)</li> <li>- Section 151 (Monmouthshire)</li> <li>- Section 151 (Torfaen)</li> <li>- Section 151 (Blaenau Gwent)</li> <li>- Section 151 (Gwent OCC)</li> <li>- Section 151 (Newport City Council)</li> <li>- Additional members as agreed from time to time</li> </ul> <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</p>

	<p>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

### 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"> <li>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"> <li>a. deliver effective ICT services from a single combined unit and operate as one SRS.</li> <li>b. improve services to provide a solid foundation upon which partner organisations can operate.</li> <li>c. ensure the investment in technology is focused on delivery of the corporate priorities of the partner organisations.</li> <li>d. develop a capable, professional workforce that can meet the challenges within technology over the coming years.</li> <li>e. provide a collaborative platform for public sector organisations to share common ground.</li> </ol> </li> <li>2. support the SRS Chief Operating Officer to drive a digital by default position in all partner organisational business strategies.</li> <li>3. support the SRS Chief Operating Officer in identifying and integrating wider Public Sector collaborative opportunities.</li> <li>4. support the SRS Chief Operating Officer to drive collaborative, transformational change through all partner organisations in line with the SRS Roadmap.</li> </ol>
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"> <li>- Linda Squire BCCBC</li> <li>- Nigel Stephens GP OPCC</li> <li>- Peter Davies MCC</li> <li>- Richard Edmunds TCBC</li> <li>- Rhys Cornwall NEWPORT</li> <li>- Additional members as agreed from time to time</li> </ul> <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>
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

## Appendix 4 – SRS Supporting Data for KPI's

PBC/062 % ICT Helpdesk calls resolved at first point of contact	Amber	70%	68%
PBC/061 ICT customer satisfaction %	Green	80%	94%
PBC/060 ICT calls resolved against SLA %	Green	85%	91.8%
PBC/059 ICT System Availability %	Green	99%	99.7%
PBC/058 Number of P1 High Priority calls within a month	Green	110	7

### PBC/062 % ICT Helpdesk calls resolved at 1<sup>st</sup> Point Contact (Target 70%)

Months	GP	MCC	TCBC	BGC	NCC
April	49	59	63	63	71
May	54	63	59	57	71
June	59	66	65	64	65
July	65	63	64	68	66
August	65	65	66	66	66
September	64	66	73	68	63
October	68	65	69	70	63
November	68	71	80	75	74
December	70	73	68	73	69
January	73	65	66	65	68

Month		GP	MCC	TCBC	BGC	NCC
Apr-18	Logged	1330	1093	1209	1094	1636
	1st Point Fix	653	641	761	691	1163
	%	49%	59%	63%	63%	71%
May-18	Logged	1622	1470	1264	1138	1894
	1st Point Fix	881	933	748	650	1347
	%	54%	63%	59%	57%	71%
Jun-18	Logged	1696	1258	1273	1046	1671
	1st Point Fix	1002	830	825	674	1080
	%	59%	66%	65%	64%	65%
Jul-18	Logged	1696	1279	1121	1130	2363
	1st Point Fix	1104	807	720	772	1563
	%	65%	63%	64%	68%	66%
Aug-18	Logged	1560	1074	1173	1117	1640
	1st Point Fix	1074	699	772	739	1081
	%	65%	65%	66%	66%	66%
Sep-18	Logged	1518	1338	1173	1390	2024
	1st Point Fix	969	884	853	947	1280
	%	64%	66%	73%	68%	63%
Oct-18	Logged	1982	1503	1805	1583	2012
	1st Point Fix	1349	980	1248	1108	1260
	%	68%	65%	69%	70%	63%

Nov-18	Logged	1553	1223	1562	1127	1778
	1st Point Fix	1057	867	1242	848	1322
	%	68%	71%	80%	75%	74%
Dec-18	Logged	1325	1016	1003	800	1534
	1st Point Fix	934	737	687	586	1057
	%	70%	73%	68%	73%	69%
Jan-19	Logged	2477	1377	1589	1381	3052
	1st Point Fix	1802	896	1042	894	2080
	%	73%	65%	66%	65%	68%

### PBC/061 ICT customer satisfaction % (Target 85%)

Partner	Months	Completely Satisfied	Partly Satisfied	Partly Dissatisfied	Completely Dissatisfied	Undecided or Not Complete	Total
<b>BGC</b>	Total	393	54	10	14	2,865	95%
	04/2018	32	6	2	1	223	93%
	05/2018	34	3	2	2	290	90%
	06/2018	30	5	1	2	285	92%
	07/2018	39	8	1	1	325	96%
	08/2018	42	10	0	2	257	96%
	09/2018	31	5	2	2	297	90%
	10/2018	55	4	1	2	304	95%
	11/2018	36	3	1	1	301	95%
	12/2018	19	4	0	0	188	100%
	01/2019	35	4	0	1	243	98%
	02/2019	31	2	0	0	119	100%
<b>GP</b>	Total	418	40	4	8	3,317	97%
	04/2018	34	5	0	0	264	100%
	05/2018	48	9	0	2	275	97%
	06/2018	31	1	1	0	324	97%
	07/2018	40	6	1	0	300	98%
	08/2018	51	2	0	1	325	98%
	09/2018	35	1	0	0	331	100%
	10/2018	33	3	1	0	329	97%
	11/2018	26	2	0	1	291	97%
	12/2018	27	1	0	1	200	97%
	01/2019	57	2	0	1	357	98%
	02/2019	28	7	1	2	250	92%

<b>MCC</b>	Total	357	50	5	3	1,654	98%
	04/2018	30	2	0	1	112	97%
	05/2018	38	5	1	0	195	98%
	06/2018	29	4	0	0	205	100%
	07/2018	33	9	2	0	183	95%
	08/2018	28	5	1	0	188	97%
	09/2018	45	7	0	2	192	96%
	10/2018	37	5	0	0	167	100%
	11/2018	40	5	1	0	138	98%
	12/2018	14	1	0	0	75	100%
	01/2019	39	4	0	0	111	100%
	02/2019	20	3	0	0	71	100%
<b>NPT</b>	Total	503	105	23	12	3,018	95%
	04/2018	48	14	1	2	271	95%
	05/2018	34	6	2	0	258	95%
	06/2018	45	12	3	1	297	93%
	07/2018	59	16	3	2	450	94%
	08/2018	45	10	2	1	267	95%
	09/2018	47	12	1	1	309	97%
	10/2018	46	8	5	1	269	90%
	11/2018	37	8	1	1	192	96%
	12/2018	31	2	2	0	143	94%
	01/2019	43	5	1	3	232	92%
	02/2019	55	11	1	0	252	99%
<b>TCBC</b>	Total	393	43	7	8	1,941	97%
	04/2018	34	7	4	1	194	89%
	05/2018	41	4	2	1	201	94%
	06/2018	46	3	0	1	212	98%
	07/2018	33	7	0	1	201	98%
	08/2018	41	1	0	0	171	100%
	09/2018	32	3	0	0	143	100%
	10/2018	29	1	0	2	208	94%
	11/2018	43	7	1	1	203	96%
	12/2018	34	4	0	1	89	97%
	01/2019	30	4	0	0	157	100%
	02/2019	24	2	0	0	132	100%

**PBC/060 ICT calls resolved against SLA %**

Months	GP	MCC	TCBC	BGC	NCC
April	90	94	92	94	89
May	91	90	89	93	92
June	89	88	90	90	91
July	89	87	90	91	91
August	89	91	92	91	93
September	94	92	93	96	93
October	94	92	92	95	91
November	93	91	90	95	94
December	91	90	89	89	91
January	94	94	91	96	93

**PBC/060 ICT calls resolved against SLA % - April 2018**

GP	PRIORITY	Met	Fail	Grand Total	% Resolved
	P1				
	P2	4	4	8	50%
	P3	9	3	12	75%
	P4	831	101	933	89%
	Standard Request	534	39	573	93%
	Back Office Request	14		14	100%
<b>Total</b>	Grand Total	1392	147	1540	90%
MCC	PRIORITY	Met	Fail	Grand Total	% Resolved
	P1		1	1	0%
	P2	1	1	2	50%
	P3	3		3	100%
	P4	583	46	629	93%
	Standard Request	486	19	505	96%
	Back Office Request	15		15	100%
<b>Total</b>		1088	67	1155	94%



<b>TCBC</b>	<b>PRIORITY</b>	<b>Met</b>	<b>Fail</b>	<b>Grand Total</b>	<b>% Resolved</b>
	P1	3	1	4	75%
	P2	6		6	100%
	P3	9	1	10	90%
	P4	685	79	764	90%
	Standard Request	499	28	527	95%
	Back Office Request	11		11	100%
<b>Total</b>		1213	109	1322	92%
<b>BGC</b>	<b>PRIORITY</b>	<b>Met</b>	<b>Fail</b>	<b>Grand Total</b>	<b>% Resolved</b>
	P1				
	P2		1	1	0%
	P3	3		3	100%
	P4	420	45	465	90%
	Standard Request	538	17	555	97%
	Back Office Request	9		9	100%
<b>Total</b>		970	63	1033	94%
<b>NCC</b>	<b>PRIORITY</b>	<b>Met</b>	<b>Fail</b>	<b>Grand Total</b>	<b>% Resolved</b>
	P1		1	1	0%
	P2				
	P3	7	2	9	78%
	P4	938	43	981	96%
	Standard Request	1042	20	1062	98%
	Back Office Request	37		37	100%
<b>Total</b>		2024	66	2090	97%

**PBC/060 ICT calls resolved against SLA % - May 2018**

<b>GP</b>	<b>PRIORITY</b>	<b>Met</b>	<b>Fail</b>	<b>Grand Total</b>	<b>% Resolved</b>
	P1				
	P2	10	10	20	50%
	P3	15	4	19	79%
	P4	920	86	1006	91%
	Standard Request	511	52	563	91%
	Back Office Request	14		14	100%
<b>Total</b>	Grand Total	1470	152	1622	91%
<b>MCC</b>	<b>PRIORITY</b>	<b>Met</b>	<b>Fail</b>	<b>Grand Total</b>	<b>% Resolved</b>
	P1				
	P2				
	P3	2	1	3	67%
	P4	787	102	889	89%
	Standard Request	515	46	561	92%
	Back Office Request	17		17	100%
<b>Total</b>		1321	149	1470	90%
<b>TCBC</b>	<b>PRIORITY</b>	<b>Met</b>	<b>Fail</b>	<b>Grand Total</b>	<b>% Resolved</b>
	P1	4		4	100%
	P2	2	2	4	50%
	P3	11	3	14	79%
	P4	627	83	712	88%
	Standard Request	473	46	519	91%
	Back Office Request	11		11	100%
<b>Total</b>		1128	134	1262	89%

<b>BGC</b>	<b>PRIORITY</b>	<b>Met</b>	<b>Fail</b>	<b>Grand Total</b>	<b>% Resolved</b>
	P1	1		1	100%
	P2	1	1	2	50%
	P3	9	2	11	82%
	P4	482	53	535	90%
	Standard Request	561	24	585	96%
	Back Office Request	4		4	100%
<b>Total</b>		1058	80	1138	93%
<b>NCC</b>	<b>PRIORITY</b>	<b>Met</b>	<b>Fail</b>	<b>Grand Total</b>	<b>% Resolved</b>
	P1				
	P2	1		1	100%
	P3	4	1	5	80%
	P4	802	86	888	90%
	Standard Request	883	69	952	93%
	Back Office Request	46		46	100%
<b>Total</b>		1736	156	1892	92%

**PBC/060 ICT calls resolved against SLA % - June 2018**

<b>GP</b>	<b>PRIORITY</b>	<b>Met</b>	<b>Fail</b>	<b>Grand Total</b>	<b>% Resolved</b>
	P1	1		1	100%
	P2	4	2	6	67%
	P3	8	5	13	62%
	P4	921	124	1045	88%
	Standard Request	562	53	615	91%
	Back Office Request	16		16	100%
<b>Total</b>	Grand Total	1512	184	1696	89%

MCC	PRIORITY	Met	Fail	Grand Total	% Resolved
	P1				
	P2	1		1	100%
	P3	6		6	100%
	P4	648	113	761	85%
	Standard Request	436	44	480	91%
	Back Office Request	10		10	100%
<b>Total</b>		1101	157	1258	88%
TCBC	PRIORITY	Met	Fail	Grand Total	% Resolved
	P1	3	1	4	75%
	P2	2	1	3	67%
	P3	3		3	100%
	P4	593	77	670	89%
	Standard Request	537	44	581	92%
	Back Office Request	12		12	100%
<b>Total</b>		1150	123	1273	90%
BGC	PRIORITY	Met	Fail	Grand Total	% Resolved
	P1				
	P2	1		1	100%
	P3	1		1	100%
	P4	428	69	497	86%
	Standard Request	508	31	539	94%
	Back Office Request	7		7	100%
<b>Total</b>		945	100	1045	90%

NCC	PRIORITY	Met	Fail	Grand Total	% Resolved
	P1		1	1	0%

	P2	1		1	100%
	P3	4	1	5	80%
	P4	789	88	877	90%
	Standard Request	693	62	755	92%
	Back Office Request	32		32	100%
<b>Total</b>		1519	152	1671	91%

**PBC/060 ICT calls resolved against SLA % - July 2018**

GP	PRIORITY	Met	Fail	Grand Total	% Resolved
	P1		1	1	0%
	P2	2	2	4	50%
	P3	6		6	100%
	P4	882	144	1026	86%
	Standard Request	596	47	643	93%
	Back Office Request	16		16	100%
<b>Total</b>	Grand Total	1502	194	1696	89%
MCC	PRIORITY	Met	Fail	Grand Total	% Resolved
	P1				
	P2	1		1	100%
	P3	2	1	3	67%
	P4	590	124	714	83%
	Standard Request	511	39	550	93%
	Back Office Request	11		11	100%
<b>Total</b>		1115	164	1279	87%
TCBC	PRIORITY	Met	Fail	Grand Total	% Resolved
	P1	1		1	100%
	P2	5	1	6	83%
	P3	4	1	5	80%
	P4	529	69	598	88%
	Standard Request	460	45	505	91%
	Back Office Request	6		6	100%
<b>Total</b>		1005	116	1121	90%

<b>BGC</b>	<b>PRIORITY</b>	<b>Met</b>	<b>Fail</b>	<b>Grand Total</b>	<b>% Resolved</b>
	P1				
	P2				
	P3		2	2	0%
	P4	467	52	519	90%
	Standard Request	557	46	603	92%
	Back Office Request	5		5	100%
<b>Total</b>		1029	100	1129	91%
<b>NCC</b>	<b>PRIORITY</b>	<b>Met</b>	<b>Fail</b>	<b>Grand Total</b>	<b>% Resolved</b>
	P1				
	P2				
	P3	7	2	9	78%
	P4	1211	149	1360	89%
	Standard Request	896	65	961	93%
	Back Office Request	33		33	100%
<b>Total</b>		2147	216	2363	91%

**PBC/060 ICT calls resolved against SLA % - August 2018**

<b>GP</b>	<b>PRIORITY</b>	<b>Met</b>	<b>Fail</b>	<b>Grand Total</b>	<b>% Resolved</b>
	P1				
	P2		2	2	0%
	P3	7	4	11	64%
	P4	823	132	955	86%
	Standard Request	537	39	576	93%
	Back Office Request	16		16	100%
<b>Total</b>	Grand Total	1383	177	1560	89%
<b>MCC</b>	<b>PRIORITY</b>	<b>Met</b>	<b>Fail</b>	<b>Grand Total</b>	<b>% Resolved</b>
	P1				
	P2				
	P3	2	1	3	67%
	P4	455	55	510	89%

	Standard Request	510	36	546	93%
	Back Office Request	15		15	100%
<b>Total</b>		982	92	1074	91%
<b>TCBC</b>	<b>PRIORITY</b>	<b>Met</b>	<b>Fail</b>	<b>Grand Total</b>	<b>% Resolved</b>
	P1	3		3	100%
	P2				#DIV/0!
	P3	8	2	10	80%
	P4	446	53	499	89%
	Standard Request	599	40	639	94%
	Back Office Request	22		22	100%
<b>Total</b>		1078	95	1173	92%
<b>BGC</b>	<b>PRIORITY</b>	<b>Met</b>	<b>Fail</b>	<b>Grand Total</b>	<b>% Resolved</b>
	P1	1		1	100%
	P2	1		1	100%
	P3	3		3	100%
	P4	451	69	520	87%
	Standard Request	562	29	591	95%
	Back Office Request	2		2	100%
<b>Total</b>		1020	98	1118	91%
<b>NCC</b>	<b>PRIORITY</b>	<b>Met</b>	<b>Fail</b>	<b>Grand Total</b>	<b>% Resolved</b>
	P1				
	P2				
	P3	4	1	5	80%
	P4	687	82	769	89%
	Standard Request	796	38	834	95%
	Back Office Request	32		32	100%
<b>Total</b>		1519	121	1640	93%

**PBC/060 ICT calls resolved against SLA % - Sept 2018**

<b>GP</b>	<b>PRIORITY</b>	<b>Met</b>	<b>Fail</b>	<b>Grand Total</b>	<b>% Resolved</b>	<b>Target</b>
	P1					
	P2	1		1	100%	
	P3	2		2	100%	
	P4	815	72	887	92%	
	Standard Request	595	24	619	96%	
	Back Office Request	9		9	100%	
<b>Total</b>	Grand Total	1422	96	1518	94%	85%
<b>MCC</b>	<b>PRIORITY</b>	<b>Met</b>	<b>Fail</b>	<b>Grand Total</b>	<b>% Resolved</b>	<b>Target</b>
	P1					
	P2	2		2	100%	
	P3	4		4	100%	
	P4	611	71	682	90%	
	Standard Request	597	42	639	93%	
	Back Office Request	10		10	100%	
<b>Total</b>		1224	113	1337	92%	85%
<b>TCBC</b>	<b>PRIORITY</b>	<b>Met</b>	<b>Fail</b>	<b>Grand Total</b>	<b>% Resolved</b>	<b>Target</b>
	P1		1	1	0%	
	P2					
	P3	7	2	9	78%	
	P4	526	57	583	90%	
	Standard Request	655	32	687	95%	
	Back Office Request	16		16	100%	
<b>Total</b>		1204	92	1296	93%	85%
<b>BGC</b>	<b>PRIORITY</b>	<b>Met</b>	<b>Fail</b>	<b>Grand Total</b>	<b>% Resolved</b>	<b>Target</b>
	P1					
	P2					
	P3	4	5	9	44%	
	P4	583	32	615	95%	
	Standard Request	728	17	745	98%	
	Back Office Request	19		19	100%	
<b>Total</b>		1334	54	1388	96%	85%



<b>NCC</b>	<b>PRIORITY</b>	<b>Met</b>	<b>Fail</b>	<b>Grand Total</b>	<b>% Resolved</b>	<b>Target</b>
	P1					
	P2					
	P3	15	2	17	88%	
	P4	937	102	1039	90%	
	Standard Request	879	46	925	95%	
	Back Office Request	43		43	100%	
<b>Total</b>		1874	150	2024	<b>93%</b>	<b>85%</b>

**PBC/060 ICT calls resolved against SLA % - Oct 2018**

<b>GP</b>	<b>PRIORITY</b>	<b>Met</b>	<b>Fail</b>	<b>Grand Total</b>	<b>% Resolved</b>	<b>Target</b>
	P1	1	2	3	33%	
	P2	4	4	8	50%	
	P3	3		3	100%	
	P4	1069	71	1140	94%	
	Standard Request	781	34	815	96%	
	Back Office Request	13		13	100%	
<b>Total</b>	Grand Total	1871	111	1982	<b>94%</b>	<b>85%</b>
<b>MCC</b>	<b>PRIORITY</b>	<b>Met</b>	<b>Fail</b>	<b>Grand Total</b>	<b>% Resolved</b>	<b>Target</b>
	P1					
	P2	1		1	100%	
	P3	6	2	8	75%	
	P4	826	73	899	92%	
	Standard Request	534	48	582	92%	
	Back Office Request	13		13	100%	
<b>Total</b>		1380	123	1503	<b>92%</b>	<b>85%</b>
<b>TCBC</b>	<b>PRIORITY</b>	<b>Met</b>	<b>Fail</b>	<b>Grand Total</b>	<b>% Resolved</b>	<b>Target</b>
	P1		1	1	0%	
	P2	1	2	3	33%	
	P3	14	9	23	61%	
	P4	876	72	948	92%	

	Standard Request	757	58	815	93%	
	Back Office Request	15		15	100%	
<b>Total</b>		1663	142	1805	92%	85%
<b>BGC</b>	<b>PRIORITY</b>	<b>Met</b>	<b>Fail</b>	<b>Grand Total</b>	<b>% Resolved</b>	<b>Target</b>
	P1		1	1	0%	
	P2					
	P3	4	2	6	67%	
	P4	714	47	761	94%	
	Standard Request	788	24	812	97%	
	Back Office Request	2		2	100%	
<b>Total</b>		1508	74	1582	95%	85%
<b>NCC</b>	<b>PRIORITY</b>	<b>Met</b>	<b>Fail</b>	<b>Grand Total</b>	<b>% Resolved</b>	<b>Target</b>
	P1					
	P2					
	P3	15		15	100%	
	P4	924	107	1031	90%	
	Standard Request	863	70	933	92%	
	Back Office Request	33		33	100%	
<b>Total</b>		1835	177	2012	91%	85%

#### PBC/060 ICT calls resolved against SLA % - Nov 2018

GP	PRIORITY	Met	Fail	Grand Total	% Resolved	Target
	P1					
	P2	6	2	8	75%	
	P3	4	1	5	80%	
	P4	950	83	1033	92%	
	Standard Request	638	43	681	94%	
	Back Office Request	10		10	100%	
<b>Total</b>	Grand Total	1608	129	1737	93%	85%

<b>MCC</b>	<b>PRIORITY</b>	<b>Met</b>	<b>Fail</b>	<b>Grand Total</b>	<b>% Resolved</b>	<b>Target</b>
	P1					
	P2		1	1	0%	
	P3	1	1	2	50%	
	P4	653	84	737	89%	
	Standard Request	561	42	603	93%	
	Back Office Request	11		11	100%	
<b>Total</b>		1226	128	1354	91%	85%
<b>TCBC</b>	<b>PRIORITY</b>	<b>Met</b>	<b>Fail</b>	<b>Grand Total</b>	<b>% Resolved</b>	<b>Target</b>
	P1	1		1	100%	
	P2	4	2	6	67%	
	P3	20	2	22	91%	
	P4	938	112	1050	89%	
	Standard Request	576	64	640	90%	
	Back Office Request	9		9	100%	
<b>Total</b>		1548	180	1728	90%	85%
<b>BGC</b>	<b>PRIORITY</b>	<b>Met</b>	<b>Fail</b>	<b>Grand Total</b>	<b>% Resolved</b>	<b>Target</b>
	P1					
	P2					
	P3	4	3	7	57%	
	P4	544	33	577	94%	
	Standard Request	613	27	640	96%	
	Back Office Request	2		2	100%	
<b>Total</b>		1163	63	1226	95%	85%
<b>NCC</b>	<b>PRIORITY</b>	<b>Met</b>	<b>Fail</b>	<b>Grand Total</b>	<b>% Resolved</b>	<b>Target</b>
	P1	4		4	100%	
	P2	1		1	100%	
	P3	4		4	100%	
	P4	881	72	953	92%	

	Standard Request	926	38	964	96%	
	Back Office Request	30		30	100%	
<b>Total</b>		1846	110	1956	94%	85%

**PBC/060 ICT calls resolved against SLA % - Dec 2018**

GP	PRIORITY	Met	Fail	Grand Total	% Resolved	Target
	P1					
	P2	4	3	7	57%	
	P3	4	1	5	80%	
	P4	728	73	801	91%	
	Standard Request	456	48	504	90%	
	Back Office Request	8		8	100%	
<b>Total</b>	Grand Total	1200	125	1325	91%	85%
MCC	PRIORITY	Met	Fail	Grand Total	% Resolved	Target
	P1					
	P2					
	P3	3	1	4	75%	
	P4	516	52	568	91%	
	Standard Request	389	45	434	90%	
	Back Office Request	9		9	100%	
<b>Total</b>		917	98	1015	90%	85%
TCBC	PRIORITY	Met	Fail	Grand Total	% Resolved	Target
	P1	1		1	100%	
	P2	2		2	100%	
	P3	12	2	14	86%	
	P4	515	39	554	93%	
	Standard Request	349	72	421	83%	
	Back Office Request	11		11	100%	
<b>Total</b>		890	113	1003	89%	85%

BGC	PRIORITY	Met	Fail	Grand Total	% Resolved	Target
	P1					
	P2					
	P3	3	3	6	50%	
	P4	326	21	347	94%	
	Standard Request	418	29	447	94%	
	Back Office Request	747	53	800	93%	
<b>Total</b>		890	113	1003	89%	85%
NCC	PRIORITY	Met	Fail	Grand Total	% Resolved	Target
	P1					
	P2					
	P3	15	1	16	94%	
	P4	677	75	752	90%	
	Standard Request	685	63	748	92%	
	Back Office Request	16		16	100%	
<b>Total</b>		1393	139	1532	91%	85%

### PBC/060 ICT calls resolved against SLA % - Jan 2018

GP	PRIORITY	Met	Fail	Grand Total	% Resolved	Target
	P1					
	P2	1	2	3	33%	
	P3	3	1	4	75%	
	P4	1443	116	1559	93%	
	Standard Request	859	39	898	96%	
	Back Office Request	12		12	100%	
<b>Total</b>	Grand Total	2318	158	2476	94%	85%
MCC	PRIORITY	Met	Fail	Grand Total	% Resolved	Target
	P1					
	P2					
	P3	5	1	6	83%	

	P4	645	28	673	96%	
	Standard Request	627	47	674	93%	
	Back Office Request	20		20	100%	
<b>Total</b>		1297	76	1373	94%	85%
<b>TCBC</b>	<b>PRIORITY</b>	<b>Met</b>	<b>Fail</b>	<b>Grand Total</b>	<b>% Resolved</b>	<b>Target</b>
	P1					
	P2	5		5	100%	
	P3	7	4	11	64%	
	P4	670	54	724	93%	
	Standard Request	729	83	812	90%	
	Back Office Request	36		36	100%	
<b>Total</b>		1447	141	1588	91%	85%
<b>BGC</b>	<b>PRIORITY</b>	<b>Met</b>	<b>Fail</b>	<b>Grand Total</b>	<b>% Resolved</b>	<b>Target</b>
	P1					
	P2					
	P3	5	1	6	83%	
	P4	529	35	564	94%	
	Standard Request	771	24	795	97%	
	Back Office Request	16		16	100%	
<b>Total</b>		1321	60	1381	96%	85%
<b>NCC</b>	<b>PRIORITY</b>	<b>Met</b>	<b>Fail</b>	<b>Grand Total</b>	<b>% Resolved</b>	<b>Target</b>
	P1	2		2	100%	
	P2		2	2	0%	
	P3	22	5	27	81%	
	P4	1508	134	1642	92%	
	Standard Request	1244	65	1309	95%	
	Back Office Request	67		67	100%	
<b>Total</b>		2843	206	3049	93%	85%

**PBC/058 Number of P1 High Priority calls within a month**

<b>Months</b>	<b>GP</b>	<b>MCC</b>	<b>TCBC</b>	<b>BGC</b>	<b>NCC</b>
<b>April</b>	0	1	4	0	0
<b>May</b>	0	0	4	1	0
<b>June</b>	1	0	4	0	1
<b>July</b>	1	0	1	0	0
<b>August</b>	0	0	3	1	0
<b>September</b>	0	0	1	0	0
<b>October</b>	3	0	1	1	0
<b>November</b>	0	0	1	0	4
<b>December</b>	0	0	1	0	0
<b>January</b>	0	0	0	0	2
<b>Total</b>	5	1	20	3	7

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# Scrutiny Report

## Performance Scrutiny Committee- Partnerships

**Part 1**

Date: 3 April 2019

**Subject Regional Area Plan 2018-19 Summary Update**

**Author** Scrutiny Adviser

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

Invitee:	Designation
Phil Diamond	Regional Partnership Board Regional Team
Roxanne Green	Regional Partnership Board Regional Team
James Harris	Strategic Director - People
Chris Humphrey	Head of Adult and Community Services
Sally Jenkins	Head of Children and Young People Services

## Section A – Committee Guidance and Recommendations

**1. Recommendations to the Committee**

The Committee is asked:

- a) To consider the Summary Update upon the Regional Area Plan 2018-19 and evaluate progress to date;
- b) To note the information contained within the report relating to the Integrated Care Funding and its Objectives;
- c) To determine whether it wishes to make any comments to the Regional Partnership Board;
- d) To consider adding the Regional Area Plan 2018 - 19 Annual Report to the Committee’s Forward Work Programme.

## 2 Context

### Background

- 2.1 The Social Services and Wellbeing (Wales) Act places a statutory duty on Local Authorities and Health Boards to produce a Regional Area Plan setting out how the priorities identified in the statutory regional population needs assessment (PNA) in relation to people requiring care and support, will be delivered in partnership and through integrated working.
- 2.2 The Gwent Regional Partnership Board (RPB) was established to deliver this Welsh Government (WG) Legislation across the Gwent footprint to discharge the duties within the Act for the five Gwent Local Authorities and Aneurin Bevan University Health Board (ABUHB). The RPB is required to prepare and publish a plan setting out the range and level of services it proposes to provide, in response to the population needs assessment. Area Plans must include the specific services planned in response to each core theme identified in the population assessment.
- 2.3 Members may recall the Committee received the Regional Area Plan 2018-2019 as an Information Report last year. *(A link to the Plan is included in Section 7 of this report in the Background Papers for Members' information.*
- 2.4 The 2018-19 Regional Area Plan included Action Plans for each of the following Core Themes:
- Children and Young People;
  - Older People;
  - Health and Physical Disabilities
  - Mental Health;
  - Learning Disability;
  - Sensory Loss and Impairment;
  - Carers;
  - Autism.
- 2.5 **The Committee is asked to consider the Summary Update in Appendix A and comment upon on progress on delivery of the Plan to date and offer views for improvement. *The Statutory Annual report will be available as required by Welsh Government with a full update upon the Plan at the end of June and the Committee may wish to consider including this in its Forward Work Programme, at the appropriate time.***

## 3 Information Submitted to the Committee

- 3.1.1 The following are attached to for the Committee's consideration:

- Appendix A** - **Regional Area Plan Update** - Submission of Evidence to Scrutiny;
- Appendix 1** - **Dementia Friendly City Newport**
- Appendix 2** - **ICF Funding Objectives 2019-20 and 2020-21**

## 4. Suggested Areas of Focus

### 4.1 Role of the Committee

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

- Assess how effectively the Regional Partnership has performed in its delivery of the Regional Area Plan 2018-19 to date;
- Assess and make comment on:
  - The progress being made by the Regional Partnership in delivering the Plan's Core Theme Actions;
  - How effectively the Regional Partners worked together in collaboration to deliver the Core Theme Actions to date;
  - What mitigating actions have been put in place to address risks and not achieving Actions;
  - What barriers are there to delivering the Core Theme Actions;
  - What specific projects or programmes are being delivered by the Transformation Fund in Newport.
- In drawing its conclusions, the Committee should assess:
  - 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 Regional Plan's Core Themes to date?
  - Does the Committee wish to make any Comments to the Partnership upon the progress of delivering against the Plan to date and views for improvement?
  - What future scrutiny activity should be undertaken.

### 4.2 Suggested Lines of Enquiry

In evaluating the delivery of the Regional Partnership Board's Regional Area Plan 2018-19 Update, the Committee may wish to explore some of the following areas of focus which have been adapted from the Welsh Government Guidance on Scrutiny of the Public Services Board:

1. To what extent has the Regional Area Plan been delivered within the timescales specified? How much progress has been made towards delivery of the eight Core Theme Action Plans? How far have the Regional Partnership's expectations been met?
2. How effectively has the Regional Partnership worked together to achieve its Actions? What lessons have been learned as a result of progress to date and how will they be fed back?
3. What have been the resource implications of delivering on the Plan / Actions? How has working as a partnership maximised the resources available?
4. How has delivery as a partnership impacted on the delivery of the Core Theme Actions in line with the five ways of working from the Well-being of Future Generations (Wales) Act? What difference has working in partnership made to delivery?
5. What unintended consequences have arisen from delivering against the Core Theme Action Plans? What are the main factors that have impacted upon delivery?
6. How is service user experience being used to assess performance of the Partnership's delivery? What other methods are being used to evaluate effectiveness and impact of the Core Theme Actions?

### 4.3 Wellbeing of Future Generations (Wales) Act

The Committee's consideration of the Regional Partnership Board's Regional Area Plan 2018-19 Update should consider how the Partnership is maximising its contribution to the five ways of working. The following are examples of the types of questions to consider:

5 Ways of Working	Types of Questions to consider:
<b>Long-term</b> The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	What long term trends will impact upon the delivery of the Plan?
	How will changes in long term needs impact upon the delivery of the Plan's Core Theme Actions in the future?
<b>Prevention</b> Prevent problems occurring or getting worse.	What issues are facing the Partnership's service users at the moment?
	How is the Partnership addressing these issues to prevent a future problem?
<b>Integration</b> Considering how public bodies' wellbeing objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.	Are there any other organisations providing similar / complementary services?
	How does the Partnership's performance upon the delivery of the Plans Core Theme Actions impact upon the services of other public bodies and their objectives?
<b>Collaboration</b> Acting in collaboration with any other person (or different parts of the organisation itself).	Who has the Partnership been working with to deliver the Core Theme Actions?
	How is the Partnership using knowledge / information / good practice of others to inform / influence delivery of the Core Theme Actions?
<b>Involvement</b> 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.	How has the Partnership sought the views of those who are impacted by the delivery of the Plan / Core Theme Actions?
	How has the Partnership taken into account diverse communities in decision making?

## Section B – Supporting Information

### 5 Supporting Information

- 5.1 The Characteristics of Effective Partnership Scrutiny set out in the Guidance for Local Authority Scrutiny Committees on the scrutiny of Public Services Boards issued by Welsh Government in August 2017 can equally be applied to the scrutiny of other Partnerships and states that:

*“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 full Welsh Government Guidance is included in Section 7 of this report in the Background Papers for Members’ information.)

## 6 Links to Council Policies and Priorities

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

<b>Well-being Objectives</b>	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
<b>Corporate Plan Commitments</b>	Thriving City	Aspirational People		Resilient Communities
<b>Supporting Function</b>	Modernised Council			

## 7 Background Papers

- [Regional Area Plan 2018-19](#) - Gwent Regional Partnership Board
- [Annual Report 2017-18](#) - Gwent Regional Partnership Board
- Gwent Regional Partnership Board [Website](#)
- [Welsh Government Guidance for Local Authority Scrutiny Committees on the Scrutiny of Public Services Boards](#) (Issued August 2017)
- [The Essentials - Wellbeing of Future Generation Act \(Wales\)](#)
- [Corporate Plan 2017-22](#)

Report Completed: 25 March 2019

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**APPENDIX A**

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# Submission of Evidence to Scrutiny: **Regional Area Plan Update**

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**Authors** Service Manager, Regional Partnership Team  
ICF Programme Manager, Gwent Regional Partnership

**Date** 6 March 2019

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## 1 Background

- 1.1 The Social Services and Wellbeing (Wales) Act 2014 places a duty on local authorities and local health board's to prepare and publish a Regional Area Plan. The Act also established Regional Partnership Boards (RPBs) across Wales that are responsible for regional Area Plans and population needs assessments (PNAs). A full copy of the Area Plan and population needs assessment can be found at <http://www.gwentrpwales/home>
- 1.2 Welsh Government stipulated that area plans set out support and services in relation to 8 core themes
- children & young people;
  - older people;
  - health/physical disabilities;
  - learning disability/autism;
  - mental health;
  - carers who require support;
  - sensory impairment;
  - violence against women, domestic abuse and sexual violence
- 1.3 The Area Plan will also set out how the health board, local authorities and partners will work together to mitigate the challenges facing health and social care and also deliver other statutory responsibilities such as
- integration of health and social care and the actions partners will take in relation to the priority areas
  - details of pooled funds and budgets
  - alternative delivery models such as social enterprises
  - preventative services that will be provided or arranged
  - actions being taken in relation to the provision of information, advice and assistance services.
- 1.4 It is paramount that the Area Plan is cognisant of the Wellbeing of Future Generations (Wales) Act and wellbeing priorities established across the five Public Service Boards (PSBs). The Area Plan will adopt the principle of subsidiarity to avoid duplication between the PSBs and the Regional Partnership Board.

## 2 Current Position

- 2.1 Newport City Council previously received reports in relation to the regional population needs assessment which was published 1<sup>st</sup> April 2017, and the first Regional Area Plan published April 2018. Both documents were agreed by full council.
- 2.2 There are a number of challenges facing health and social care such as
- An ageing population and increases in the number of people living with long term conditions
  - Recruitment and retention of workforce across health and social care
  - Increasing support is required for Looked After Children across the region

# Submission of Evidence to Scrutiny: Regional Area Plan Update

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**Authors** Service Manager, Regional Partnership Team  
ICF Programme Manager, Gwent Regional Partnership

**Date** 6 March 2019

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- Adverse childhood experiences have a negative impact on people's long term health and economic prospects and can be perpetuated through the generations.
- 2.3 Previous engagement with the NCC citizen panel – 231 responses (36%) – during the development of the Area Plan found that:
- 62% strongly agreed mental health support for children as a priority
  - 69% strongly agreed with dementia as a concern
  - 62% strongly agreed with flexible respite a need for carers
  - 65% strongly agreed with increased awareness of mental health
  - 65% strongly agreed with employment opportunities for people with learning disabilities
  - 62% strongly agreed with accessible transport
  - 60% strongly agreed with support for victims of domestic abuse
- 2.4 Considerable engagement work has been undertaken through strategic partnerships to establish appropriate actions, success measures and to map current work. The Area Plan, sets out the ambition and commitment of health and social care services to deliver a new integrated system of care and wellbeing, which is outcomes focused. The Area Plan will meet the requirements of the Social Services and Well-being Wales Act, and where possible, the Well-being of Future Generations Act. The RPB is required to produce an annual report and set out how the Board is implementing the Area Plan.

## 3 Area Plan progress against core themes

3.1 For the purpose of this report, a **summary** of progress against the core themes has been set out below. A more detailed annual report is required by Welsh Government on 30<sup>th</sup> June 2019 and can be shared at a future meeting

### 3.2 Children & young people

A regional Children and Families Board oversees the delivery of the Children and Young People core theme action plan and have progressed a number of key actions

- Exploring and developing regional provision for Looked After Children with a focus on reducing the number of children requiring out of county placements. An Integrated Care Fund has been used to develop a 'MYST' (My Service Team) and also to explore the purchase of building through capital funding. The service will provide intensive support to children and adolescents with significant mental and emotional health needs who engage in challenging, risk-taking behaviours, and who are at risk of being placed in out-of-area residential care because of this.
- Attachment Training for practitioners to support better outcomes for children and young people who have experienced early adversity and trauma has been provided across the region to over 30 teams including 5 Pupils Referral Units, 17 Social Services teams and 4 Health Teams, and in excess of 500 people
- Gwent Police are coordinating a multi-agency action plan to reduce the impact of Adverse Childhood Experiences (ACEs) which includes training, developing provision in schools and closer working between Police Officers and front line services. By July 2019, the Early Action Together Programme will have trained 1295 police officers and staff and 550 staff from partner agencies across the region. Newport is a pathfinder area which includes closer working with Newport schools and to identify opportunities

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for system/service redesign, that provides a person centred integrated response for safeguarding, support and intervention at the earliest point.

- Further funding through Welsh Government **Transformation Fund** has also been secured to develop greater emotional wellbeing support across the region, by moving practitioners with expertise and knowledge closer to front line services, with an aim to reduce unnecessary waiting lists.

### 3.3 Older people

A regional Gwent and Adult Strategic Partnership oversees the delivery of the Older People core theme action plan and have progressed a number of key actions. A considerable number of services have been commissioned through Integrated Care Funding also. Progress has been made by:

- Development of Dementia Friendly Communities and provision of support services through a regional Dementia Board with over 20,000 people receiving awareness raising. The Dementia Board has also developed new support services such as flexible respite, post diagnosis and peer to peer provision
- Coordination of the Gwent Frailty Service: an integrated model to frail people under a Section 33 partnership agreement between the Health Board and the five local authorities, and supported with a total budget of £16,719,071 for 2018/19
- Part 9 of the Social Services and Wellbeing Act (Care home accommodation functions) places a duty on the RPB to establish an integrated commissioning/pooled fund arrangement for care homes for older people, and this work is at a stage of final sign off
- Working with domiciliary care providers to develop sustainable and flexible solutions to commissioning
- Development of a new 'Care Academy' with Coleg Gwent to improve recruitment and staff retention across health and social care, including a new story book for schools
- An intergenerational strategy with regional partners to link young people and older people together with a focus to reduce loneliness
- **Transformation funding** from Welsh Government to develop: new models of prevention and wellbeing service for primary and community care, including Integrated Wellbeing Networks and Care Navigation; a new pan Gwent 'Home First' discharge services in hospitals; and a programme to create a Gwent 'Wellbeing workforce'.

### 3.4 Health/Physical Disabilities

The wider detriments to physical health and how citizens can improve their wellbeing is a priority featured in Public Service Board's Wellbeing Plans; and addresses population level health issues such as obesity, heart disease and cancer. Public Health Wales lead on a number of programmes and further details can be found in local Wellbeing Plans.

In relation to physical disabilities the RPB and Children and Families Board have supported the development of a new Integrated Service for Children with Additional Needs (ISCAN) with an aim to provide a single point of access for children and young people aged 0-18 years of age who are displaying development concerns including ASD or ADHD. The multi-agency ISCAN team work within a shared vision, focusing on a holistic approach towards problem solving and providing improved access to services with an integrated assessment process. Families have always told us that they want more joined up, less

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fragmented services and this is what ISCAN is aiming to provide through effective communication and information sharing across agencies, including local authority social care and education departments.

## 3.5 Learning Disability & Autism

A regional Mental Health and Learning Disabilities Strategic Partnership oversees the delivery of the Learning and Disability core theme action plan and have progressed a number of key actions and developed a new regional Learning Disabilities strategy

- My Mates - which enables individuals with a learning disability to make friends, go on social outings and develop relationships.
- Supported Employment Project - Growing Space is working in partnership with ABUHB and the 5 local authorities to develop employment opportunities within these organisations for individuals with a learning disability. This will include work trials, volunteering opportunities and meaningful employment.
- In One Place - a partnership between the ABUHB, the 5 local authorities and 8 Housing Associations. Housing schemes have been developed via In One Place to enable individuals with a learning to live independently in their own home.
- Support Plus - The Support Plus service was set up to ensure that individuals with a learning disability had access to a service to support their mental well-being.

3.7 A new regional Integrated Autism Service (IAS) has been developed between Health and Social Care to provide diagnostic assessment for autistic adults and support and advice for children and adults who support them. Progress has been set out below:

- Initial reduction in adult diagnostic waiting times from 14 months to 9 months
- Increase in awareness of the service as referral rates increased
- 294 support referrals received, 255 adult support referrals and 39 referrals for parents of autistic children (11% are self-referrals, 52% internal, 3% from GPs)
- 1:1 support to 118 individuals/families
- Since Jan 18, 11 Post diagnostic courses for autistic adults, 3 Education Patient Programs, 1 Safe project and 1 Post Diagnostic Course for Parents & Carers – in all 132 attendees
- Since Jan 18, 272 people have attended a fortnightly drop in sessions across the Gwent region

## 3.8 Mental Health

A regional Mental Health and Learning Disabilities Strategic Partnership oversees the delivery of the Mental Health core theme action plan and have progressed a number of key actions.

- The Primary Care Mental health Support Service (PCMHSS) has two Welsh Government targets: 80% of accepted referrals to the service must be seen for an initial assessment within 28 days and; 80% of patients assessed by the service as requiring therapy must receive their first therapy session within 28 days from when they were assessed. The targets have been consistently met and 90% of service users in Aneurin Bevan University Health Board have a valid Care and Treatment Plan in place. Progress
- In conjunction with colleagues in Gwent Police there are now mental health professionals based within Gwent Police's control room which allows front line officers

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to talk to a mental health professional when they are dealing with an individual they believe is experiencing a mental health crisis.

- A 6 month pilot has commenced in the GP Out of Hours contact centre where a mental health clinician is based there at peak times. The clinician can offer advice and signposting over the phone which will improve patient experience and flow.
- Services have increased in the community such as the Behavioural Support Team which is now in all five boroughs and the Rapid Assessment, Interface and Discharge (RAID) service now has Health Care Support Workers working alongside them to provide assistance to general ward staff in managing patients demonstrating distress and modelling approaches to reduce conflict/distress.
- ABUHB has received £1,339,000 per annum on a recurring basis from Welsh Government's Mental Health **Transformation Fund** and a number of new services and models are being developed including Whole Person Whole System Crisis Support Transformation, alternative model for eating disorders and co-occurring substance misuse issues, and a new community support model is being developed in collaboration with the third sector, wrapped around the needs of individuals to facilitate earlier local discharge back from out of area placements

## 3.9 Carers who require support

A regional Carers Board oversees the delivery of the Carers core theme action plan and have progressed a number of key actions. Welsh Government have also secured £1million funding across Wales with £191,000 in Gwent to support greater carer's awareness with GPs and support to carers with hospital discharge. Welsh Government have also identified 3 national priorities: supporting life alongside caring, recognition of carers and providing information and advice. A summary of key outcomes are set out below

- Continuation of a small grant scheme for carers to have a reasonable break from their caring role: 114 recipients during 2017/18 and extended to include Young Carers during 2018/19
- Young Carers in Schools Programme (YCiSA) - 13 schools involved and 62% reporting increased identification of young carers
- Increased carer identification through events, working with GP's to help raise awareness of carer support and working with schools via an all Gwent young carers policy
- A new flexible respite service is also being piloted with 6 third sector partners to ensure responsive support to carers of people living with dementia
- Improving information and advice to carers including Dewis website which continues to increase in usage, Carers Week, Carers Rights Day, Carers GP kite mark being considered to ensure information is available through GPs, Advocacy for carers through joint commissioning across the region and John's campaign in hospitals, helping carers of people living with dementia.

## 4 **Integrated Care Funding**

4.1 The Integrated Care Fund is provided by Welsh Government as an enabler to delivering on the Social Services and Wellbeing Act and the more recent A Healthier Wales Strategy.



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The fund was established at the Intermediate Care Fund in 2014 with an initial focus on increasing care co-ordination and rapid response schemes.

4.2 The fund was rebranded as the Integrated Care Fund (ICF) in 2017-18 and aims to drive and enable integrated working between social services, health, housing, third and independent sectors. From 2018-19 the fund has been provided via three funding streams; ICF Revenue, ICF Dementia and ICF Capital.

4.3 The revenue funding allocation to the Gwent Regional Partnership Board has grown significantly since its inception, increasing from circa £3million in the first year to circa £14million revenue for the 2019-20 financial year. The following groups, as identified in Statutory Guidance as priority areas of integration, remain the same in the revised ICF Guidance:

- Older people with complex needs and long term conditions, including dementia;
- People with learning disabilities;
- Children with complex needs; and
- Carers, including young carers

4.4 Funding is provided to address these priority areas, with the refreshed guidance for the period 2019-20 to 2020-21 providing specific objectives to the use of the funding, detailed in Appendix 2 of this report. The allocation of funding to the priority groups is as follows:

Priority Area	2019-20 Allocation
<b>ICF Revenue</b>	
Older people with complex needs and long term conditions, including dementia	£7.162m
People with learning disabilities, children with complex needs and carers	£3.826m
Early intervention and support to children and their families	£2.870m
<b>ICF Dementia</b>	
Dementia	£1.611m

4.5 There are also two ring fenced elements to the revenue funding included for the Integrated Autism Services (£458,000) and WCCIS implementation. WCCIS implementation has, over the last 2 financial years, received £252,000 in revenue funding. During 2018-19 the WCCIS partnership programme board supported the use of this allocation to provide a regional resource team. For the new financial years an indicative allocation has not been provided for WCCIS as Welsh Government are requesting proposals for scrutiny prior to confirming allocations.

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4.6 ICF capital funding has been available previously at circa £1million per annum. During July 2018 Welsh Government introduced a refreshed ICF capital programme that subsumes the previous health and housing fund. This has provided a significant growth within the fund which, for the 3 year investment plan period (2018-19 to 2020-21), provides £19.4million to the Regional Partnership and is allocated as follows:

	Gwent Capital Allocation	MCP		DCP	
		<i>(minimum amount for Main Capital Schemes)</i>		<i>(maximum amount for Discretionary Capital Schemes)</i>	
2018-19	£5,558,000	75%	£4,168,500.00	25%	£1,389,500.00
2019-20	£6,484,000	80%	£5,187,200.00	20%	£1,296,800.00
2020-21	£7,410,000	85%	£6,298,500.00	15%	£1,111,500.00

4.7 As illustrated above the programme is separated into a Main Capital Programme (MCP) and a Discretionary Capital Programme (DCP)

Projects supported by the Main Capital Programme may include the provision of:

- accommodation-led solutions to health and social care;
- integrated facilities (such as a regional “hub” approach to an ICF led service provision) – both re-modelling and new provision;
- capital projects which support new and innovative integration of health, social care and/or housing;
- larger scale building re-modelling or adaptation (not supported by existing mainstream programmes); or
- expenditure to evidence or explore the feasibility of larger capital investment.

The Discretionary Capital Programme will be available for the following purposes:

- aids and adaptations which are not supported by existing programmes and are in support of specific ICF objectives away from mainstream requirements (e.g. an enhanced Rapid Response need);
- equipment projects which support people to live independently in their own home and may reduce hospital admissions or speed up hospital discharge; and
- other smaller scale projects in support of ICF objectives (e.g. community or third sector led)

4.8 The ICF portfolio is governed by the Gwent Regional Partnership, with its substructures of the Regional Leadership Group and Strategic Partnerships have operational oversight of the initiatives. The ICF priority areas and associated programmes of work are aligned to the respective Strategic Partnerships as described earlier in this report. The strategic partnerships consider the evaluation of existing initiatives and the alignment, deliverability and value for money of any new initiatives.

4.9 Opportunities to access Integrated Care Funding are promoted throughout our partnership structures to ensure equity of access and supports the requirement of Welsh Government to provide 20% of ICF revenue allocation to the third sector.

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- 4.10 Analysis is currently underway to refresh the known third sector allocation, which at present is circa 10%. It is recognised however, where statutory organisations are in receipt of ICF funding there may be onward commissioning to third sectors to enable a larger initiative to deliver. Breakdown of financial expenditure is requested for end of year reporting to enable a more accurate assessment of the third sector allocation.
- 4.11 The exercise to understand financial distribution will also enable an analysis of where funding is aligned across the region, for both planned and historic investments.

## 5 Regional Partnership Boards (RPBs) and monitoring the Area Plans

- 5.1 As well as developing and monitoring Area Plans, regional partnership boards have prescribed priority areas for integration of services required under Part 9 of SSWB Act including: older people with complex needs; people with learning disability; carers; Integrated Family Support Services and children with complex needs. Therefore Area Plans will also need to set out how services support these integration priority areas.
- 5.2 This statutory guidance re-confirms expected regional partnership board arrangements and high level requirements *'to ensure that all partners work together effectively to improve outcomes for people in their region'* and *'to ensure that services and resources are used in the most effective and efficient way'*.
- 5.3 The Gwent RPB is required to produce an annual report for Welsh Government by June 2019 and will include an update against the Area Plan. The annual report will include more detailed information and performance data; and can be presented to this scrutiny meeting in the future.

## 6 Links to other planning frameworks

- 6.1 Wellbeing of Future Generations (Wales) Act 2015: Welsh Government guidance clarifies that whilst public service boards (PSB) wellbeing plans should cover how they intend to improve *'the economic, social, environmental and cultural well-being of its area'*, joint Area Plans should focus on actions being taken in response to *'the care and support needs identified in the combined population assessment'* – and these should complement objectives for improving the wellbeing of the area within local wellbeing plans. In other words each should take account of the other to ensure did not cut across or unnecessarily duplicate.
- 6.2 Work is already underway to develop common working between the RPB and PSB's to demonstrate the alignment between the two sets of plans. Both Acts share similar principles in terms of prevention, integration, collaboration and involvement; and both focus on long term sustainability but in slightly different areas. In terms of the Wellbeing Goals, the Area Plan aligns to: a resilient Wales, a healthier Wales, and a Wales of cohesive communities
- 6.3 The Regional Area Plan provides an opportunity to develop a shared purpose across health and social care, and agreed direction of travel towards integrated planning from which to develop new models of care and support across Gwent. It will describe the activity



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required in partnership to deliver improved services; and will reflect the ABUHB Clinical Futures Transformation programme, as well as local authority plans including Newport City Council's Corporate Plan 2017/22 'Building a Better Newport'.

## **7 Conclusion and Next Steps**

- 7.1 This report provides an update on progress of the 5 local authorities, health board and third sector in delivering the first regional Area Plan. Members are asked to provide comments and identify how further support can be provided to the delivery of the Area Plan. Comments received will help shape the RPB annual report set out in 5.3

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## **Appendix 1: Dementia Friendly City Newport**

In June 2015 Newport City was accredited as 'working towards Dementia Friendly City' by Alzheimer's Society. There is also a regional Dementia Board chaired by the Director of Nursing, which brings partners together to deliver Welsh Government's strategic Dementia Action Plan. At a local level a Dementia Friendly City (DFC) group, chaired by the elected member lead for Social Services, has met regularly; and DFC is priority within the NCC Corporate Plan, with regular reports to Newport Resilient Communities Group under the PSB. Set out below are key outcomes that have been achieved as part of the delivery of the Area Plan

- Alzheimer's Society's Dementia Friends awareness sessions set out the 5 key messages about dementia and what life is like for people living with dementia. Since 2015, **302 sessions** have been organised across the city and over **5000 practitioners** and citizens have become Dementia Friends. Nearly **50 partners** have also received train the trainer training to become Dementia Champions.
- Over 20 organisations have received the DFC kite mark and many more are working towards achieving the logo. Some of the businesses include Monmouthshire Building Society, Newport County Football Club and Dragons Rugby as well as NCC and housing associations to name a few.
- Intergenerational links between older people and local pupils have been established with over **10 schools** receiving Dementia Friends awareness sessions and 3 receiving the DFC logo as well as Coleg Gwent.
- The Dementia Board with Alzheimer's Society have developed a Dementia Support Worker service for people diagnosed with dementia, so that they can receive accurate advice and support during the first year of diagnosis
- Access to information and advice has been improved through a dementia roadmap website <https://wales.dementiaroadmap.info/newport/#.XIJ4t8tLHIU> and national wellbeing website [www.dewis.wales/](http://www.dewis.wales/)
- A new 'Step Inside' training programme has been delivered through Integrated Care Funding.
- Development of new bespoke services have also been developed including 'In my shoes' which links people living with dementia to people recently diagnosed to help them prepare for life living with a diagnosis.

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## Appendix 2: ICF Funding Objectives 2019-20 and 2020-21

<b>Older People</b>	<ul style="list-style-type: none"> <li>▪ Support adults to maintain independence and remain at home</li> <li>▪ Focus on Delayed Transfers of Care, supporting safe and timely discharge</li> <li>▪ Prevent people from becoming lonely and socially isolated</li> </ul>
<b>People with a Learning Disability</b>	<p>ICF should be used to support the National Learning Disability Improving Lives Programme (published June 2018), from which there are three priority areas:</p> <ul style="list-style-type: none"> <li>▪ Reduction of health inequalities</li> <li>▪ Increasing community integration</li> <li>▪ Improving planning and funding systems</li> </ul>
<b>Children with Complex Needs</b>	<p>Increased level of support due to disability or illness should be made from within the wider combined funding stream (People with a learning disability, children with complex needs and carers).</p>
<b>Carers</b>	<p>Welsh Government expect and increased investment to bolster progress on delivering the 3 national priorities for carers, and should be used to provide direct support for carers, including opportunities for respite and promoting carers own wellbeing.</p>
<b>Early Intervention and Support to Children and their families</b>	<ul style="list-style-type: none"> <li>▪ Safely prevent/reduce the need for children to enter care</li> <li>▪ Initiatives should include a focus on family re-unification</li> <li>▪ Provide therapeutic support for children in care or who have been adopted, thereby reducing the need for more intensive forms of support.</li> </ul>
<b>Dementia</b>	<p>Continue to support the implementation of the All Wales Dementia Action Plan; the main themes of this plan include enabling people living with dementia to maintain their independence, in keeping with the focus of ICF. Proposals will be considered against the following outcomes:</p> <ul style="list-style-type: none"> <li>▪ Individuals will understand the steps they can take to reduce their risk, or delay the onset, of dementia</li> <li>▪ The wider population understands the challenges faced by people living with dementia and are aware of the actions they can take to support them.</li> </ul>

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	<ul style="list-style-type: none"><li>▪ People are aware of the early signs of dementia, the importance of a timely diagnosis, and know where to go to get help.</li><li>▪ More people are diagnosed early, enabling them to plan for the future and access early support and care if needed.</li><li>▪ Those diagnosed with dementia and their carers and families are able to received person-centred care and support which is flexible.</li><li>▪ Research is support to help us better understand the causes and management of dementia and enables people living with dementia, including families and carers, to be co-researchers.</li><li>▪ Staff have the skills to help them identify people with dementia and to feel confident and competent in supporting individual's needs post-diagnosis.</li></ul>
<b>WCCIS</b>	Business case submissions will be required to be submitted to Welsh Government for consideration. Each regions business case will be considered on its own merit. It is expected that regions should be approaching benefits realisation stage of the programme.
<b>Integrated Autism Service</b>	Funding continues to be ring fenced for this service, for the two year period. An independent evaluation is due to be completed this year to inform the service provision from 2021 onwards.



# Scrutiny Report

## Performance Scrutiny Committee – Partnerships

### Part 1

Date: 3 April 2019

### Subject Scrutiny Adviser Report

Author Scrutiny Adviser

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

Invitee:	Role
Meryl Lawrence (Scrutiny Adviser)	Present the Committee with the Scrutiny Adviser Report for discussion and update the Committee on any changes.

## Section A – Committee Guidance and Recommendations

### Recommendations to the Committee

The Committee is asked to:

**1. Committee’s Work Programme:**

Consider the Committee’s Forward Work Programme Update (**Appendix 1**);

- *Are there any amendments to the topics scheduled to be considered at the next Committee meeting?*
- *Are there any additional invitees that the Committee requires to fully consider the topics?*
- *Is there any additional information that the Committee would like to request?*

**2. Action Plan**

Consider the Actions from the meeting on 6 March 2019 (**Appendix 2**);

- *Note the responses for the actions;*
- *Determine if any further information / action is required;*
- *Agree to receive an update on outstanding issues at the next meeting.*

**3. Information Reports**

Note that no Information Reports have been circulated to the Committee

**4. Scrutiny Letters/ Public Services Board Minutes**

Following the Scrutiny Letter being sent to the Public Services Board with the Committee’s comments upon the Well-being Plan Mid-Year Update following the 9 January Meeting, the Minutes of the Public Services Board held on 12 March will be circulated to the Committee once approved.

## 2 Context

### Background

- 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 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](http://www.newport.gov.uk/scrutiny)).
- 2.3 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.

### Forward Work Programme Update

- 2.4 The Committee's work programme was set in June 2018, including estimated timescales for when the reports will be considered by the Committee. This programme is then managed and implemented by the designated Scrutiny Adviser for this Committee under the direction of the Committee Chairperson.
- 2.5 Attached as **Appendix 1** is the Committee's Forward Work Programme Update:  
The Committee is asked to consider
- *Any amendments to the topics scheduled to be considered at the next Committee meeting?*
  - *Are there any additional invitees that the Committee requires to fully consider the topics?*
  - *Is there any additional information that the Committee would like to request?*

The Committee agreed to keep a degree of flexibility within its work programme to enable the Committee to respond to urgent / emerging issues. This item is an opportunity for the Committee members to raise any suggested amendments to the Work Programme.

### Action Sheet – 6 March 2019

- 2.6 Attached at **Appendix 2** is the Action Sheet from the Committee meeting on 6 March 2019. The responses to completed actions are included in the table.
- 2.7 Any actions that do not have a response will be included on the Action Sheet at the next meeting to ensure that the Committee can keep track of outstanding actions.

### Information Reports

- 2.8 There were no Information Reports circulated to the Committee.

### Scrutiny Letters / Public Services Board Minutes

- 2.9 A Scrutiny Letter was sent to the Public Services Board Meeting on 12 March 2019 with the Committee's comments upon the Well-being Plan Mid-Year Update following the 9 January Meeting. The Minutes of the Public Services Board held on 12 March will be circulated to the Committee once approved.

### 3 Information Submitted to the Committee

3.1 The following information is attached:

**Appendix 1:** The Committee's Forward Work Programme Update;

**Appendix 2:** Action Sheet – 6 March 2019 Committee meeting;

### 4. Suggested Areas of Focus

#### Role of the Committee

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

- **Forward Work Programme Update - Appendix 1**  
Consider:
  - Are there any amendments to the topics scheduled to be considered at the next Committee meeting?
  - Are there any additional invitees that the Committee requires to fully consider the topics?
  - Is there any additional information that the Committee would like to request?
- **Action Sheet – 6 March 2019 Committee Meeting - Appendix 2**
  - Consider the responses to the actions from the meeting;
  - Are you satisfied that you have received the necessary information?
  - Are there any further issues arising from the responses that you would like to raise?
  - For the actions that do not have responses – these actions will be rolled over to the next meeting and reported back to the Committee.
- **Information Reports**  
Note that no Information Reports were circulated to the Committee.
- **Scrutiny Letters / Public Services Board Minutes**  
Note that the Minutes of the Public Services Board held on 12 March 2019 (when the Scrutiny Letter containing the Committee's comments upon the Well-being Plan Mid-Year Update from the 9 January Meeting were submitted to the Public Services Board) will be circulated to the Committee once approved.

## Section B – Supporting Information

### 5 Supporting Information

- 5.1 The Corporate Assessment, and the subsequent [follow up assessment](#) provide background information on the importance of good work programming. Specific reference is made to the need to align the Cabinet and Scrutiny work programmes to ensure the value of the Scrutiny Function is maximised.
- 5.2 The latest Cabinet work programme was approved by the Cabinet on a monthly basis for the next 12 months and includes the list of reports scheduled for consideration. Effective forward planning by both Cabinet and Scrutiny needs to be coordinated and integrated in relation to certain reports

to ensure proper consultation takes place before a decision is taken. A link to the Cabinet work programme is provided [here](#) to the Committee as part of this report, to enable the Committee to ensure that the work programmes continue to reflect key decisions being made by the Cabinet.

## 6. Links to Council Policies and Priorities

- 6.1 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.
- 6.2 This report relates to the Committee’s Work Programme, Actions from Committee’s and Information Reports that support the achievement of the Scrutiny Committee, in accordance with the Law and Regulation Service Plan, Objectives, Actions and Measures and the Wellbeing objectives:

<b>Well-being Objectives</b>	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
<b>Corporate Plan Commitments</b>	Thriving City	Aspirational People		Resilient Communities
<b>Supporting Function</b>	Modernised Council			

## 7 Wellbeing of Future Generation (Wales) Act

- 7.1 The Wellbeing of Future Generations Act 2015 which came into force in April 2016 sets the context for the move towards long term planning of services.
- 7.2 **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?
  - Evidence of links to Wellbeing Assessment / Objectives / Plan?
- 7.3 **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*



## 7.4 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

- [The Essentials - Wellbeing of Future Generation Act \(Wales\)](#)
- [Corporate Plan 2017 - 2022](#)
- The Corporate Assessment and [follow up assessment](#).
- [Reports and Minutes of One Newport Public Services Board Meetings](#)

Report Completed: 25 March 2019

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

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<b>Wednesday, 5 June 2019 at 5pm</b>		
<b>Topic</b>	<b>Information Required / Committee's Role</b>	<b>Invitees</b>
<b>EAS Contribution – Financial Year 2018-19 and Value for Money Model for Commissioning Arrangements</b>	Performance Scrutiny of the EAS Partnership - through Annual Monitoring of the Local Authorities Financial Contribution to EAS and also the consideration of the value for money model.	<b>EAS Representatives</b>  <b>Strategic Director – People</b>  <b>Chief Education Officer</b>  <b>Deputy Chief Education Officer</b>
<b>Draft Annual Forward Work Programme</b>	To consider the Draft Annual Forward Work Programme, approve a schedule of meetings and agree a start time for the Committee Meetings.	<b>Scrutiny Adviser</b>

<b>Scrutiny Committee Briefings</b>		
<b>Topic:</b>		<b>Timescale:</b>
<b>Well-being Plan</b>	Informal Briefings at key stages from PSB Officers including: - Preview of Annual Wellbeing Plan.	To be arranged
<b>NORSE</b>	Overview of the partnership arrangements.	To be arranged before end of April (following postponement from 27 Sept due to the number of apologies received)
<b>Newport LIVE</b>	Overview of the partnership arrangements.	
<b>Wastesavers</b>	Overview of the partnership arrangements.	To be arranged

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**Performance Scrutiny Committee - Partnerships**

**ACTION SHEET – 6 March 2019**

	<b>Agenda Item</b>	<b>Action</b>	<b>Responsibility</b>	<b>Outcome</b>
1	<b>EAS Business Plan 2019 - 2020</b>	The Committee concluded by making a number of comments to Cabinet upon the EAS Business Plan 2019 - 2020.	<b>Scrutiny Team</b>	<b>ACTIONED – Comments from the Committee forwarded to Cabinet for consideration at the meeting on 13 March 2019.</b>
2		EAS to provide the following for circulation to Committee Members: <ul style="list-style-type: none"> <li>• The school categorisation matrix and supporting information;</li> <li>• The Excellence in Teaching and Leadership Toolkit;</li> <li>• The research into cluster based working by Manchester University, when completed.</li> </ul>	<b>EAS / Scrutiny</b>	<b>Awaiting Information.</b>
3		The EAS to provide an update seminar to All Members upon the changes and progress made since July 2018, when Committee Members received their first update on accountability and curriculum.	<b>EAS / NCC Governance Team</b>	<b>Date to be arranged.</b>

	<b>Agenda Item</b>	<b>Action</b>	<b>Responsibility</b>	<b>Outcome</b>
4	<b>Delivering the Violence Against Women, Domestic Violence and Sexual Violence Strategy in Newport</b>	The Committee requested an update on the progress made to be brought back to the Committee in one years' time and that the report includes a clear ambition, action plans with clearly explained RAG status and more data to be included e.g. on prosecutions, etc.	<b>Scrutiny / VAWDASV Team</b>	<b>ACTIONED – included in Draft Annual Forward Work Programme</b>
5		Further information on the Action Plan measures and targets to be provided to the Committee when available and an explanation of the RAG categorisation targets.	<b>Scrutiny / VAWDASV Team</b>	<b>To be circulated.</b>
6	<b>Cardiff Capital Region City Deal Joint Overview and Scrutiny Committee Update</b>	The Minutes of the Joint Scrutiny Committee to Members of the Committee for information, when available.	<b>Scrutiny</b>	<b>To be circulated when approved.</b>
7	<b>Scrutiny Adviser Reports</b>	The Minutes of the Public Services Board meeting held on 12 March 2019 would be circulated to the Committee for information when approved.	<b>Scrutiny</b>	<b>To be circulated when approved.</b>