

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

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

Background

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

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

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

This report will focus on three main areas:

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

Performance Information

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

Performance Measures

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

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

ICT Calls resolved at first point of contact

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

ICT Customer Satisfaction

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

ICT Calls Resolved Against SLA

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

ICT System Availability

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

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Number of High Priority Calls Within A Month

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

Governance Arrangements

SRS Governance Arrangements

The SRS currently has 3 boards as follows:-

Strategic Board

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

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

Finance and Governance Board

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

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

Business and Collaboration Board

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

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

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

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

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

Delivery Group

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

NCC Governance and Client Management Arrangements

Digital Team

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

Digital Board

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

Digital Business Development Group

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

Digital Champions

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

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Progress Update

Investment Objectives Update

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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Appendix 1 – SRS Strategic Board Terms of Reference

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

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	<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

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Appendix 2 – SRS Finance and Governance Board Terms of Reference

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

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

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Appendix 3 – SRS Business and Collaboration Board Terms of Reference

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

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