

## **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 unportable 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