

# Scrutiny Report



## Performance Scrutiny Committee - Partnerships

### Part 1

Date: 7<sup>th</sup> December 2022

### 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 Operating Officer - Shared Resource Service
Kath Beavan-Seymour	Deputy Chief Operating Officer - Shared Resource Service
Mike Doverman	Assistant Director (Operations) Shared Resource Service
Rhys Cornwall	Strategic Director – Corporate and Transformation
Tracy McKim	Head of People, Policy and Transformation
Mark Bleazard	Digital Services 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 performance for 2021/22 and the major initiatives;
2. Determine if it wishes to make any comments to the Shared Resource Service.

### 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

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, and now Newport City Council.

- 2.2 Following further development of the business case, NCC's IT Service formally joined the Shared Resource Service on 1st April 2017. In July 2019, the strategic board agreed to a 'Memorandum Of Understanding' extension of five years, this will take the end of the agreement from July 4th 2021 to July 4th 2026.
- 2.3 Within the attached SRS report, at section 5.1 it makes reference to Investment Objectives background. The Council identified eleven investment objectives when the business case for the Shared Resource Service (SRS) was developed. A link to the report discussed at the meeting held on 9<sup>th</sup> October 2019 can be found [here](#), New Members of the Committee can view the eleven investment objectives from section 6.1 in the report. A link to the minutes of the meeting are included in Background Papers in Section 7 of this report.

### **Previous Consideration of this item**

- 2.4 At its meeting on 1<sup>st</sup> December 2021, this Committee considered an Update on the Shared Resource Service's service delivery at the end of the second year and made the following conclusions:
1. The Committee wished to thank the officers for attending and requested that their thanks and gratitude was sent to all members of staff for their continued hard work throughout the pandemic, allowing the Council to be ahead of the game by adapting.
  2. Committee were pleased to hear that Newport were ahead of the game in comparison to other areas like Blaenau Gwent and were able to adapt very quickly rather than being rushed like they were in other areas. Members were also impressed with how the partnership were able to administer more devices compared to how they started without taking on any additional staff. Members recognise that the workload was managed extremely well.
  3. The Committee recommended that SRS should promote themselves more on how well they work with Newport City Council, this could be through means such as Newport Matters.
  4. The Committee wished to confirm if there are health checks between the Council and SRS. It was also queried what challenges do the partnership face and how they undertake these challenges for the future.

***(A link to the Performance Scrutiny Committee – Partnerships held on 1 December 2021 Report and Minute is included in the Background Papers in Section 7 of this report.)***

- 2.4 The SRS has provided a number of updates to Scrutiny since Newport City Council joined the partnership in April 2017.

### 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

SRS officers will present the update at the meeting. The achievements outlined are supported by the partnership/ client arrangements within Newport City Council.

### 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 on the Shared Resource Service's performance for 2021/22 and the major initiatives.
- 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 progress made 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:

#### **Investment Objectives:**

- What is the overall view of the SRS's progress at this stage?
- What is planned to progress any investment objectives that are outstanding at this stage?
- What barriers are there to delivering the existing investment objectives?

#### **Partnership Arrangements:**

- How effectively the Shared Resource Service partnership arrangement is working?
- Are any other methods are being used to evaluate effectiveness of the arrangements e.g. Regulatory Reports or Reviews?

## 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>	<p>What long term trends will impact upon the future delivery of the service?</p>
	<p>How will changes in long term needs impact upon the delivery of the service in the future?</p>
<p><b>Prevention</b></p> <p>Prevent problems occurring or getting worse.</p>	<p>What issues are facing the Partnership's service users at the moment?</p>
	<p>How is the Partnership addressing these issues to prevent a future problem?</p>
<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>	<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?</p>
<p><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><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			

The SRS underpins all aspects of the Councils work, and is supporting the development of the Council’s Digital Strategy.

## 7. Background Papers

- Cabinet [14 March 2016 Report \(Item 13 refers\) and Minutes.](#)
- Performance Scrutiny Committee – Partnerships – [1 December 2021 Report \(Item 3 refers\) and Minutes](#)
  - Performance Scrutiny Committee – Partnerships – [9 October 2019 Report \(Item 3 refers\) 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 2022-2027](#)

Report Completed: 7 December 2022