

# Scrutiny Report



## Performance Scrutiny Committee - Partnerships

### Part 1

Date: 4<sup>th</sup> October 2023

## Subject Shared Resource Service Monitoring Update

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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	Strategic Director – Corporate and Transformation
Tracy McKim	Head of People, Policy and Transformation
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 performance for 2022/23 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
- 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, Policy & Transformation 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, Policy & Transformation 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.)***

2.2 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**

2.3 At its meeting on 7 December 2022, this Committee considered an Update on the Shared Resource Service's service delivery and made the following conclusions:

- The Committee thanked the partners for their attendance and praised the comprehensive information that was provided in the presentation. The Committee felt they gained a greater understanding of how the partnership work and commented that this was one of the well-presented reports that they have currently received. Members also wished to comment that they have found the SRS to be extremely helpful when reporting problems.
- The Committee were pleased to hear that the SRS team consider other ways to recruit through apprenticeships and developing their front line staff.
- The Committee wished to commend the service on reflecting and changing the method of receiving feedback in a time effective way and appreciated that the service works closely with the different partner areas on the way that they can receive as much feedback as they can.
- The Committee Members noted that they would like to have sight of the positive Audit Wales Report that was mentioned by the SRS Chief Operating Officer in the discussion.

***(A link to the Performance Scrutiny Committee – Partnerships held on 7 December 2022 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

## 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 since Newport joined the partnership-
- Assess and make comment on:
  - Whether there are any barriers to delivering the outcomes of the original business case.
- 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 performance 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:

- What is the overall view of the SRS's progress in delivering the outcomes of the original business case?
- What is planned to develop the partnership further?
- What barriers are there to delivering the outcomes of the original business case?
- 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>	What long term trends will impact upon the future delivery of the service?
	How will changes in long term needs impact upon the delivery of the service 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 service impact upon the services of other public bodies and their objectives?
<p><b>Collaboration</b></p> <p>Acting in collaboration with any other person (or different parts of the organisation itself).</p>	Who has the Partnership been working with to deliver the service?
	How is the Partnership using knowledge / information / good practice of others to inform / influence delivery of the service?
	How effectively the Shared Resource Service partnership arrangement is working?
	Are there examples of good practice of collaborative working?
<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>	How has the Partnership sought the views of those who are impacted by the delivery of the service?
	How are service user experiences being used to assess performance?

## 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

6.1 The report links with the Wellbeing-being Objectives and Aims of the Council’s Corporate Plan 2022 – 2027;

Well-being Objective	1 – Economy, Education and Skills	2 – Newport’s Environment and Infrastructure	3 – Preventative and Equitable Community and Social Care	4 – An Inclusive, Fair and Sustainable Council
<b>Aims:</b>	Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all.	A city that seeks to protect and enhance our environment whilst reducing our carbon footprint and preparing for a sustainable and digital future.	Newport is a supportive city where communities and care are at the heart of what we do.	Newport City Council is an inclusive organisation that places social value, fairness and sustainability at its core.

6.2 The Shared Resource Service Monitoring Update has strong links with Wellbeing Objectives 2 and 4.

## 7. Background Papers

- Cabinet [14 March 2016 Report \(Item 13 refers\) and Minutes.](#)
- Performance Scrutiny Committee – Partnerships – [7 December 2022 Report \(Item 5 refers\) and Minutes](#)
- [Guidance for Local Authority Scrutiny Committees on the scrutiny of Public Services Boards](#) (Issued by Welsh Government August 2017)
- [The Essentials – Well-being of Future Generation \(Wales\) Act](#)
- [Corporate Plan 2022-2027](#)

Report Completed: 4 October 2023