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Y Rhadyr
Brynbuga
NP15 1GA

County Hall
Rhadyr
Usk
NP15 1GA

Tuesday, 16 February 2016

Dear Councillor

CABINET

You are requested to attend a **Special Cabinet** meeting to be held at **Council Chamber, County Hall, Usk** on **Wednesday, 24th February, 2016**, at **10.00 am**.

SPECIAL AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. To consider the following reports (Copies attached):
 - i. **To grant the Leader of the authority to commit in principle to a City Deal on behalf of Council (REPORT TO FOLLOW)**
Purpose: To grant the Leader of the authority to commit in principle to a City Deal on behalf of Council
Author: Kellie Beirne
Contact Details: kelliebeirne@monmouthshire.gov.uk
 - ii. **Agreeing to a new partner joining the SRS**
Division/Wards Affected: N/A
Purpose: This report seeks approval from SRS Partner Cabinets and the PCC to invite Blaenau Gwent County Borough Council to join the SRS.
Author: Sian Hayward
Contact Details: sianhayward@monmouthshire.gov.uk

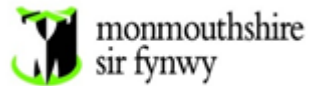
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Yours sincerely,

Paul Matthews
Chief Executive

CABINET PORTFOLIOS

County Councillor	Area of Responsibility	Partnership and External Working	Ward
P.A. Fox (Leader)	Organisational Development Whole Council Performance, Whole Council Strategy Development, Corporate Services, Democracy, Trading Standards, Public Protection, Licensing	WLGA Council WLGA Coordinating Board Local Service Board	Portskewett
R.J.W. Greenland (Deputy Leader)	Innovation, Enterprise & Leisure Innovation Agenda, Economic Development, Tourism, Social Enterprise, Leisure, Libraries & Culture, Information Technology, Information Systems.	WLGA Council Capital Region Tourism	Devauden
P.A.D. Hobson (Deputy Leader)	Community Development Community Planning/Total Place, Equalities, Area Working, Citizen Engagement, Public Relations, Sustainability, Parks & Open Spaces, Community Safety, Environment & Countryside.	Community Safety Partnership Equalities and Diversity Group	Larkfield
E.J. Hacket Pain	Schools and Learning School Improvement, Pre-School Learning, Additional Learning Needs, Children's Disabilities, Families First, Youth Service, Adult Education.	Joint Education Group (EAS) WJEC	Wyesham
G. Burrows	Social Care, Safeguarding & Health Adult Social Services including Integrated services, Learning disabilities, Mental Health. Children's Services including Safeguarding, Looked after Children, Youth Offending. Health and Wellbeing.	Gwent Frailty Board Older Persons Strategy Partnership Group	Mitchel Troy
P. Murphy	Resources Accountancy, Internal Audit, Estates & Property Services, Procurement, Human Resources & Training, Health & Safety, Development Control, Building Control.	Prosiect Gwrydd Wales Purchasing Consortium	Caerwent
S.B. Jones	County Operations Highways, Transport, Traffic & Network Management, Waste & Recycling, Engineering, Landscapes, Flood Risk.	SEWTA Prosiect Gwyrdd	Goytre Fawr



Sustainable and Resilient Communities

Outcomes we are working towards

Nobody Is Left Behind

- Older people are able to live their good life
- People have access to appropriate and affordable housing
- People have good access and mobility

People Are Confident, Capable and Involved

- People's lives are not affected by alcohol and drug misuse
- Families are supported
- People feel safe

Our County Thrives

- Business and enterprise
- People have access to practical and flexible learning
- People protect and enhance the environment

Our priorities

- Schools
- Protection of vulnerable people
- Supporting Business and Job Creation
- Maintaining locally accessible services

Our Values

- **Openness:** we aspire to be open and honest to develop trusting relationships.
- **Fairness:** we aspire to provide fair choice, opportunities and experiences and become an organisation built on mutual respect.
- **Flexibility:** we aspire to be flexible in our thinking and action to become an effective and efficient organisation.
- **Teamwork:** we aspire to work together to share our successes and failures by building on our strengths and supporting one another to achieve our goals.

Cymunedau Cynaliadwy a Chryf

Canlyniadau y gweithiwn i'w cyflawni

Neb yn cael ei adael ar ôl

- Gall pobl hŷn fyw bywyd da
- Pobl â mynediad i dai addas a fforddiadwy
- Pobl â mynediad a symudedd da

Pobl yn hyderus, galluog ac yn cymryd rhan

- Camddefnyddio alcohol a chyffuriau ddim yn effeithio ar fywydau pobl
- Teuluoedd yn cael eu cefnogi
- Pobl yn teimlo'n ddiogel

Ein sir yn ffynnu

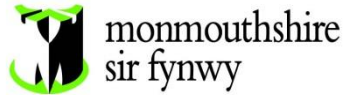
- Busnes a menter
- Pobl â mynediad i ddysgu ymarferol a hyblyg
- Pobl yn diogelu ac yn cyfoethogi'r amgylchedd

Ein blaenoriaethau

- Ysgolion
- Diogelu pobl agored i niwed
- Cefnogi busnes a chreu swyddi
- Cynnal gwasanaethau sy'n hygyrch yn lleol

Ein gwerthoedd

- **Bod yn agored:** anelwn fod yn agored ac onest i ddatblygu perthnasoedd ymddiriedus
- **Tegwch:** anelwn ddarparu dewis teg, cyfleoedd a phrofiadau a dod yn sefydliad a adeiladwyd ar barch un at y llall.
- **Hyblygrwydd:** anelwn fod yn hyblyg yn ein syniadau a'n gweithredoedd i ddod yn sefydliad effeithlon ac effeithiol.
- **Gwaith tîm:** anelwn gydweithio i rannu ein llwyddiannau a'n methiannau drwy adeiladu ar ein cryfderau a chefnogi ein gilydd i gyflawni ein nodau.



SUBJECT:	Admission of an Additional Partner to the SRS
MEETING:	Cabinet
DATE:	24th February 2016
DIVISION/WARDS AFFECTED:	None

1. PURPOSE:

- 1.1 The SRS ambition has always been to expand the provision of services to other Public Sector partners. Blaenau Gwent County Borough Council (BGCBC) has completed and agreed a business case through its own authorisation and committee processes, and is requesting to become a partner in the SRS. This is a milestone in the SRS journey, and one to celebrate the expansion of the collaborative service model.
- 1.2 This report seeks approval from SRS Partner Cabinets and the PCC to invite Blaenau Gwent County Borough Council to join the SRS.

2. RECOMMENDATIONS:

- 2.1 That MCC agrees to BGCBC joining the SRS as a partner, realising benefits for both the SRS and MCC

3. KEY ISSUES:

- 3.1 The SRS Strategy (2016 - 2020) is focused on consolidating the demand of multiple partners and brokering the supply of single ICT solutions. The SRS strategy is scalable to support Welsh Government public sector objectives.

It operates with 5 strategic aims to:

- 1) Deliver effective ICT services from a single combined unit
- 2) Provide a solid foundation upon which partner organisations can operate in order to improve service delivery
- 3) Ensure the investment in ICT is focused on delivery of the corporate priorities of the partner organisations
- 4) Develop a capable, professional workforce that can meet the challenges within ICT over the coming years
- 5) Provide a collaborative platform for public sector organisations to share digital capacity and capability through shared platforms

- 3.2 BGCBC has a business need to develop and implement a sustainable service improvement model for its ICT provision that:
- Supports the Welsh Government’s objectives for collaboration
 - Addresses some of the financial issues that affect the Authority
 - Responds to the Authority’s growing delivery needs and previously identified issues, and
 - Future proofs the service.
- 3.3 The SRS Public Board has received BGCBCs business case, and can now assure the existing partner organisations that accepting a new partner is in line with its strategic aims to grow the business. With the addition of new partners the SRS is able to further achieve economies of scale and realise savings through the equal share of strategic and service management costs.
- 3.4 The challenges experienced by BGCBC offer an opportunity to the SRS to showcase its ability, supported by its strategic vision, to realise its potential for public sector collaboration in line with WG aspirations.
- 3.5 The acceptance of this proposal will generate additional revenue of £163,665 into the SRS to invest in service improvement that will generate efficiency savings for the existing partners.

4. **REASONS:**

- 4.1 A review of BGCBC ICT services by Price Waterhouse Coopers in 2014 highlighted a number of issues with the existing ICT service provision at BGCBC with reference to its strategy, resilience and structure.
- 4.2 A business case has been created by BGCBC which has explored all potential collaboration options alongside finance, service benefits and risks to determine the preferred solution. The conclusion of the business case was that BGCBC should seek to join the SRS as a partner, providing a robust service solution at the same time as enabling existing SRS partners to benefit from the arrangement.
- 4.3 **What are the benefits for the SRS?**
- 4.3.1 The strategic review of the SRS last year included an assessment of the roles needed at a leadership level within the SRS to put in place a structure capable of continuing the successful growth of the SRS. The SRS Board has recognised the need for business skillsets that will enhance the existing Leadership Team capacity as the organisation develops. The additional financial investment arising from the introduction of a new partner will enable an effective business leadership structure to

be established which will provide a strong core to enable further business growth across Wales.

4.3.2 The current BGCBC ICT service aligns with the organisational structure being implemented in the SRS. The merger will allow all partners to benefit from an increased capacity and capability to provide knowledge, resilience and expertise. There are similarities in the systems, technologies and applications used in BGCBC with those of the SRS and this will assist with the effective knowledge transfer required with the merger.

4.4 **What will be the benefits be for MCC specifically?**

The SRS Public Board can assure all partner organisations, their Elected Members and their Officers that accepting BGCBC as a new partner will enable the SRS to establish a strong business foundation in order to progress with its strategic aims to further grow the enterprise. It will also enable the SRS to achieve economies of scale for the benefit of all partners. The specific advantages for MCC are that:

- i. MCC will benefit from collaboration with Greater Gwent authorities (and potentially across Wales) by integrating back office systems, bringing economies of scale and efficiency savings.
- ii. MCC will benefit from standard ICT platforms rather than servicing many different platforms, choosing the 'best of breed' and benefitting from efficiencies in system administration.
- iii. Collaboration and integration will bring better preparedness for any future amalgamation of local authorities as we will be working off single standard ICT platforms, where databases can be integrated where required.
- iv. The additional investment into the SRS will bolster service excellence within the SRS, assisting with the delivery of MCC's iCounty strategy and enabling efficiency savings to be realised through the equal share of strategic and service management costs

5. **Monitoring and Evaluation**

The SRS will monitor the impact on performance using its existing Performance Framework & KPIs. The SRS will also closely monitor staff/team capacity to ensure that there is no detrimental impact on existing service provision and this will be reported back monthly to the SRS Board through the newly established Performance Board.

The SRS will monitor registered risks on an ongoing basis. This enhanced performance management structure will benefit all partner organisations to ensure continued quality and effectiveness.

The internal audit arrangements, which are set out and agreed with the SRS Board will need to be reviewed to incorporate the changing size of the organisation. BGCBC will need to align their existing arrangements for ICT audit into this process

6. **RESOURCE IMPLICATIONS:**

6.1 There are no resource implications as a result of this report for MCC. The additional £163k income arising from accepting the new partner into the SRS will be invested in bolstering service delivery bringing opportunities for future efficiency savings within MCC.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

The significant equality impacts identified in the assessment (Appendix 1) are summarised below for members' consideration:

Complete

The actual impacts from this report's recommendations will be reviewed every **xxx** years and criteria for monitoring and review will include:

Complete

7. CONSULTEES: SLT, SRS Operational Board, MCC Digital Board, SRS Leadership Team, BGCBC, TCBC, Gwent Police

8. BACKGROUND PAPERS:

9. AUTHOR: Sian Hayward

10. CONTACT DETAILS:

Tel: 07971893998

E-mail: sianhayward@monmouthshire.gov.uk



<p>Name of the Officer completing the evaluation Sian Hayward</p> <p>Phone no: 07971893998 E-mail: sianhayward@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>To admit an additional partner to the SRS</p>
<p>Name of Service</p> <p>Digital and Technical</p>	<p>Date Future Generations Evaluation form completed 10/01/16</p>






1. **Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Page 5

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>This proposal will ensure the efficient use of staff resources, sharing and expanding technical skills and knowledge over a wider area throughout greater Gwent</p>	<p>Further integration of other partners is anticipated creating a centre of technology excellence, providing jobs and enhancing skills</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Further expansion of digital services will enable communities to become more digitally connected and reduce reliance on paper and transportation.</p>	
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>No impact</p>	

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>Provision of communications technology across a wider geographical area will provide more consistent customer experience across Greater Gwent communities and enable connectivity and access to council services.</p>	<p>Further integration of local authorities will provide integrated and seamless access to council services</p>
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>		
<p>A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>No impact, either positive or negative</p>	
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	<p><i>This includes the protected characteristics of age, disability, gender reassignment, race, religion or beliefs, gender, sexual orientation, marriage or civil partnership</i></p>	

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term</p> <p>Balancing short term need with long term and planning for the future</p>	<p><i>This proposal is a long term investment in unifying the technology platforms that support council services. It is essentially a longer term plan stretching through the next 5-10 years</i></p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>This is a prime example of collaboration and working together across county boundaries to unify back office systems and services.</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p><i>The stakeholders are all of the existing partners in the SRS, new proposed partners, Welsh Government. All have been fully involved and consulted throughout this proposal</i></p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>		
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>		

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	This proposal seeks to TUPE BGCBC employees into the SRS. This will mean they become employees of TCBC under the same terms and conditions. This move could impact on people with protected characteristics.		TCBC has a plan for the TUPE transfer, and has considered all of the impacts of this within the business case and proposal. The SRS board has been provided with assurance that all of the relevant staff TUPE transfer challenges are being considered.
Disability			
Gender reassignment			
Marriage or civil partnership			
Race			
Religion or Belief			
Sex			
Sexual Orientation			
Welsh Language	<i>Under the Welsh Language measure of 2011, we need to be considering Welsh Language in signage, documentation, posters, language skills etc.</i>		

SRS

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	<i>Safeguarding in this context applies to both children (not yet reached 18th birthday) and vulnerable adults (over 18 who is or may be in need of community care services by reason of mental or other disability, age or illness and who is or may be unable to take care of himself or herself, or unable to protect himself or herself against significant harm or serious exploitation.)</i>	<i>Safeguarding is about ensuring that everything is in place to promote the well-being of children and vulnerable adults, preventing them from being harmed and protecting those who are at risk of abuse and neglect.</i>	
Corporate Parenting	<i>This relates to those children who are 'looked after' by the local authority either through a voluntary arrangement with their parents or through a court order. The council has a corporate duty to consider looked after children especially and promote their welfare (in a way, as though those children were their own).</i>		

Page 10

5. What evidence and data has informed the development of your proposal?

The BGCBC business case
 The SRS strategic plan for expansion and admission of new partners.
 Consultative reports provided to the SRS board
 MCC Digital Board discussions and agreement of the proposals
 WG aspirations for greater collaboration and integration

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

There will be benefits to both Partner Organisations and communities from this proposal. The benefits to partners include greater efficiency and effectiveness in the provision of technology services, sharing systems and processes and delivering a unified robust service. Communities will benefit from a more consistent digital service across several local authorities.

7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress

Page 11

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	Through the SRS BOard
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