

SUBJECT:	Collaboration and Partnership arrangements
MEETING:	Governance and Audit Committee
DATE:	26th January 2023
DIVISIONS/WARDS AFFECTED:	All

1. PURPOSE:

- 1.1 To provide members with an overview of the authority's 'key' collaboration and partnership arrangements.

2. RECOMMENDATIONS:

- 2.1 That members note the 'key' partnership and collaborations identified and provide any feedback.
- 2.2 That Governance and Audit Committee adds to its forward work programme a report on partnership and collaboration arrangements with further details regarding governance, reporting arrangements and finances informed by the initial findings identified through the Internal Audit review.

3. KEY ISSUES:

- 3.1 Governance & Audit Committee requested a list of key collaborations and partnerships to inform their role as a committee to seek assurance that there are good governance arrangements and systems of control in place.
- 3.2 The starting point for this work was a similar exercise completed in June 2014. In Summer 2022, an updated list of the potentially most significant (key) collaborations/partnerships was identified and circulated to each directorate to refine and to provide any further details regarding the arrangements in place.
- 3.3 The Council is involved in an array of partnership and collaboration arrangements. To ensure proportionate use of the committee's time in receiving an update on the arrangements, the list focusses on the partnerships and collaborations of most significance in line with one or more of the following parameters. Due to the variety of arrangements in place applying one specific rule is not appropriate.
- Vital partnership or collaboration arrangement to the delivery of a service for Monmouthshire County Council.
 - Resource contribution, for example, in terms of staff resource, facilities, or assets.
 - Financial costs involved.
- 3.4 Every effort has been made to identify the arrangements for each partnership/collaboration as accurately as possible. There will be other collaborations/partnerships the Council is involved in that are not part of this list. The list in Appendix 1 identifies the name and description of each partnership and collaboration arrangement broken down by each Council directorate.
- 3.5 The list has been provided to Internal Audit to inform the scope of internal audit work related to collaboration/partnership arrangements that has recently commenced. This will focus on reviewing the arrangements for a sample of the collaborations/partnerships and review:
- What governance arrangements are in place for each collaboration/partnership?
 - An assessment of whether they are effective
 - Who monitors them, and reporting arrangements in place.

- 3.6 The outcome of the internal audit work will provide a further assessment of the robustness of governance arrangements and systems of control in place for collaborations and partnerships. This will provide further insight to inform the Governance & Audit Committee's role in reviewing these. It is therefore suggested a further report is added to the forward work programme of the committee in sequence with the initial findings from the internal audit review. This will provide further details regarding governance, reporting arrangements and finances informed by the initial level of assurance identified through the Internal Audit review.
- 3.7 The list will need to be updated periodically to ensure it continues to accurately capture the Council's 'key' partnership and collaborations.

4. REASONS:

- 4.1 To provide an update and overview of the Council's key collaborations and partnerships, contributing to a clearer understanding of each directorate's operations, external arrangements and obligations.

5. AUTHORS:

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Internal Audit

Monmouthshire County Council Collaboration and Partnership arrangements list

The following is an overview of the significant collaborations or partnerships that have been confirmed by each of the Council's directorates. Further detail on each arrangement is provided below.

People & Governance

- Gwent Local Resilience Forum
- Gwent Emergency Planning Collaboration

Children & Young People

- South East Wales Education Achievement Service
- Flying Start

Social Care & Health

- Regional Partnership Board
- Gwent Wide Integrated Community Equipment Services (GWICES)
- Mardy Park (Health and Social Care Facility)
- Monnow Vale (Health and Social Care Facility)
- Youth Offending Service
- Gwent Safeguarding Board
- South East Wales Adoption Service

Communities & Place

- Procurement with Cardiff Council
- Burns Commission Steering Group
- South Wales Trunk Road Agency (SWTRA)
- Cardiff Capital Region City Deal/ Corporate Joint Committees

MonLife

- National Exercise Referral Scheme
- Play Schemes Partnerships with town/community councils
- Sport Wales
- Wye Valley Area of Outstanding Natural Beauty Partnership
- Living Levels Partnership
- Gwent Green Grid Partnership
- Monmouthshire Destination Partnership

Resources

- Shared Resource Service (SRS)
- Gwent Police Property Services collaboration
- Shared Benefit & Revenues Service
- Greater Gwent Pension Fund

Policy, Scrutiny and Customer Experience

- Gwent Public Services Board

People & Governance

Collaboration: Gwent Local Resilience Forum **Lead Contact Officer: Ian Hardman**

Description of Partnership or Collaboration **(e.g purpose, outcomes, partners, host, type, rationale, start and end date)**

The Gwent Local Resilience Forum (GLRF) was established as a requirement of the Civil Contingencies Act 2004. With disasters striking at any time, there has to be a plan in place to respond to the emergencies. When an emergency happens, many different agencies will play a part in responding to the incident.

The group comprises senior officers from:

- Heddli Gwent Police (Chief Constable chairs the group)
- South Wales Fire & Rescue Service
- Welsh Ambulance Services NHS Trust
- Aneurin Bevan Health Board
- Public Health Wales
- Blaenau Gwent County Borough Council
- Caerphilly County Borough Council
- Monmouthshire County Council
- Newport City Council
- Torfaen County Borough Council
- Natural Resources Wales
- Maritime and Coastguard Agency
- Military
- Welsh Government
- Utilities

Monmouthshire County Council is a formal member of the Gwent Resilience Forum, paying an annual fee for the Gwent LRF Coordinator post and joint agency training.

The outcome of this partnership working is the production of Gwent Multi-Agency Emergency Plans, delivering of multi-agency training days and cross border exercises.

Collaboration: Gwent Emergency Planning Collaboration **Lead Contact Officer: Ian Hardman**

Description of Partnership or Collaboration **(e.g purpose, outcomes, partners, host, type, rationale, start and end date)**

The Gwent Emergency Planning Collaboration is a formal arrangement between the 5 local authorities in Gwent, in which emergency planning practitioners share issues and identify where collaborative projects may benefit all 5 authorities. It originated from a Welsh Government directive seeking a more uniform approach to civil contingency procedures/processes. In particular, it brings together the Heads of Service (as the Emergency Planning Management Panel) to have oversight of the agreed joint work programme, specifically to agree a collective local

government perspective on civil contingency/emergency planning issues and provide a united/stronger voice at the Local Resilience Forum and with Welsh Government. The collaboration is an important one, of which Monmouthshire County Council is an active member.

Children & Young People

Collaboration: South East Wales Education Achievement Service Lead Contact Officer: Sharon Randall-Smith

Description of Partnership or Collaboration (e.g purpose, outcomes, partners, host, type, rationale, start and end date)

The South East Wales Education Achievement Service (EAS) covers Monmouthshire, Blaenau Gwent, Caerphilly, Newport and Torfaen. Services include Governor Services, Health & Safety, and School Improvement. The EAS also covers 21st Century Learning, Foundation Phase, Learning Pathways 14-19, Literacy, Numeracy and Welsh.

It has been formed to support and challenge schools across the region to raise levels of achievement for all children.

Collaboration: Flying Start Lead Contact Officer: Sharon Randall-Smith

Description of Partnership or Collaboration (e.g purpose, outcomes, partners, host, type, rationale, start and end date)

Flying Start helps families with children under 4 years old in disadvantaged areas of Wales. Help available includes:

- part-time childcare for 2 to 3 year olds
- an enhanced Health Visiting service
- access to parenting programmes
- support for children to learn to talk and communicate

As of September 2022, all families in Wales with children aged 2 to 3 years are eligible for 12.5 hours of funded, high-quality childcare for 39 weeks of the year.

Social Care & Health

Collaboration: Regional Partnership Board Lead Contact Officer: Jane Rodgers

Description of Partnership or Collaboration (e.g purpose, outcomes, partners, host, type, rationale, start and end date)

The Greater Gwent Health, Social Care and Well-being Partnership Board is a key partnership body; established to lead and guide the implementation of the Social Services and Well Being (Wales) Act 2014 in the Greater Gwent area (covering the areas of Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen), sitting within the footprint of the Aneurin Bevan University Health Board area.

As set out in the Partnership Arrangements (Wales) Regulations 2015, local authorities and local health boards are required to establish Regional Partnership Boards (RPB) to manage and develop services to secure strategic planning and partnership working. RPBs also need to ensure effective services, and care and support is in place to best meet the needs of their respective population. The objectives of the Regional Partnership Boards are to ensure the partnership bodies work effectively together to:

- Respond to the population assessment carried out in accordance with section 14 of the Act.
- Develop, publish and implement the Area Plans for each region covered as required under section 14A of the Act.
- Ensure the partnership bodies provide sufficient resources for the partnership arrangements, in accordance with their powers under section 167 of the Act.
- Promote the establishment of pooled funds where appropriate.

Regional Partnership Boards (RPB) will also need to prioritise the integration of services in relation to:

- Older people with complex needs and long-term conditions, including dementia.
- People with learning disabilities.
- Carers, including young carers.
- Integrated Family Support Services.
- Children with complex needs due to disability or illness.

The Gwent Area Plan sets out actions for an integrated system of health, care, and wellbeing across Gwent. Collaborative leadership from Health, Local Government, and Third sector colleagues has driven the development of the plan. It is ambitious, and it sets a clear route map for the delivery of an integrated model of health care and wellbeing across Gwent. The Regional Partnership Board (RPB) will provide leadership and oversight on the delivery of the plan, supported by appropriate governance and performance management systems.

The Plan is structured around the statutory core themes identified in the recently updated Population Needs Assessment and priority population groups, where a step change in the pace of transformation is required, these are: older adults,

children and young people, carers; and people with mental health and learning disabilities and housing. Underpinning these strategic groups are work streams on workforce, finance, and assistive technology. The plan will be delivered through the structure set out above comprising regional activity (strategic partnerships) local activity (5 x integrated boards) and locality models (NCN's)

Collaboration: Gwent Wide Integrated Community Equipment Services (GWICES)

Lead Contact Officer: Head of Adults Social Care

Description of Partnership or Collaboration

(e.g purpose, outcomes, partners, host, type, rationale, start and end date)

GWICES was initially developed as a partnership between the 5 Local Authorities and corresponding 5 Local Health Boards as a result of significant capital grant funding from Welsh Government to integrated community equipment services across health and social care to improve services for people. Following reconfiguration of health services, the partnership was reviewed and amended to reflect 5 Local Authorities and Aneurin Bevan Health Board.

Collaboration: Mardy Park (Health and Social Care Facility)

Lead Contact Officer: Head of Adults Social Care

Description of Partnership or Collaboration

(e.g purpose, outcomes, partners, host, type, rationale, start and end date)

This is a partnership between MCC and Aneurin Bevan Health Board. The arrangement started on 1st April 2004. The purpose of the scheme is to reduce the time spent in hospital for rehabilitation patients who have no need for in-patient care. This is undertaken through the assessment of individuals' needs and on how community-based schemes can adapt to manage the risk of non-residential care effectively.

Collaboration: Monnow Vale (Health and Social Care Facility)

Lead Contact Officer: Head of Adults Social Care

Description of Partnership or Collaboration

(e.g purpose, outcomes, partners, host, type, rationale, start and end date)

Set up in response to a Welsh Government Directive, Monnow Vale Health and Social Care Facility in Monmouth is a partnership of MCC together with: Aneurin Bevan Health Board, Newport City Council, Torfaen CBC, Caerphilly CBC, and Blaenau Gwent CBC. This formal collaboration started in April 2009.

The Facility is a unique project that replaced a number of out-dated or separate facilities scattered throughout the county with a new building that has been financed by a private finance partner over a period of 30 years.

Collaboration: Youth Offending Services
Lead Contact Officer: Chesney Chick

Description of Partnership or Collaboration
(e.g purpose, outcomes, partners, host, type, rationale, start and end date)

The Youth Offending Service (YOS) covers Monmouthshire and Torfaen.

Youth Offending Teams (YOTs) were established under the Crime & Disorder Act 1998. Their primary task is to prevent offending and re-offending by children and young people (aged 10-17).

Each YOT is a multi-disciplinary team that works in partnership with other teams and agencies and includes workers from Social Services, Probation, Police, Education, Health, other locally agreed statutory and voluntary organisations. Torfaen and Monmouthshire YOS has a seconded worker from Kaleidoscope, alcohol and drugs support service, and a Youth worker in addition to the workers identified above.

Monmouthshire and Torfaen YOS works with young people and their families in a statutory capacity as well as having a focus on voluntary preventative interventions in order to prevent young people from entering the criminal justice system.

Collaboration: Gwent Safeguarding Board
Lead Contact Officer: Jane Rodgers

Description of Partnership or Collaboration
(e.g. purpose, outcomes, partners, host, type, rationale, start and end date)

The Gwent wide Adult Safeguarding Board (GwASB) and the South East Wales Safeguarding Children Board (SEWSCB) are the statutory multi agency partnership Boards responsible for making sure safeguarding is at the core of all services provided across the region. They are supported in their work by a number of sub-groups that manage the core business and other more specific pieces of work which deliver on the strategic priorities set by the Boards each year. All of these groups are supported by the Gwent Safeguarding Business Unit who work with Board and sub group members to deliver the specified outcomes.

South East Wales Adoption Service
Lead Contact Officer: Jane Rodgers

Description of Partnership or Collaboration

(e.g purpose, outcomes, partners, host, type, rationale, start and end date)

The adoption service in Monmouthshire is run by South East Wales Adoption Service (SEWAS) as a consortium with Blaenau-Gwent, Caerphilly, Newport and Torfaen.

SEWAS is the local authority's adoption route for Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen County Councils. SEWAS comes under the National Adoption Service (for Wales) umbrella.

SEWAS provide information about adoption; help prospective adopters achieve their hopes of becoming parents, supporting adoptive families within our area and advice for anyone with questions around adoption.

Communities and Place

Collaboration: Procurement with Cardiff Council **Lead Contact Officer: Scott James**

Description of Partnership or Collaboration
(e.g purpose, outcomes, partners, host, type, rationale, start and end date)

Collaboration with Cardiff Council (CC), for mutual benefit, in the discharge and provision of procurement services. The councils collaborate in the discharge and provision of their procurement services, delivered by Cardiff on behalf of both Councils. In so doing, MCC delegates its procurement functions for the three year period under the Local Authorities (Executive Arrangements) (Discharge of Functions) (Wales) section 19 LGA 2000 Regulations, although this does not prohibit MCC from exercising the Delegated Functions itself with agreement from Cardiff Council.

Collaboration: InFuSe Public Sector Innovative Future Services Programme **Lead Contact Officer: Owen Wilce**

Description of Partnership or Collaboration
(e.g. purpose, outcomes, partners, host, type, rationale, start and end date)

The InFuSe programme is aimed at developing the courage to try new ideas, getting practical hands-on support to explore and prototype, building the personal resilience to learn from failures. The programme is designed to maximise the skills and capacity for innovation and ambitious ideas, working through 5 phases over 6 months.

Collaboration: South Wales Trunk Road Agency (SWTRA) Ops
Lead Contact Officer: Carl Touhig

Description of Partnership or Collaboration
(e.g. purpose, outcomes, partners, host, type, rationale, start and end date)

SWTRA manages, maintains and delivers improvements on the strategic road network in South Wales on behalf of the Welsh Government. MCC provides the maintenance contract for Welsh Government/SWTRA.

Collaboration: Burns Commission Steering Group
Lead Contact Officer: Frances O'Brien

Description of Partnership or Collaboration
(e.g. purpose, outcomes, partners, host, type, rationale, start and end date)

Steering group to oversee delivery of 53 recommendations from the Burns Commission.

Collaboration: Cardiff Capital Region City Deal
Lead Contact Officer: Frances OBrien

Description of Partnership or Collaboration
(e.g. purpose, outcomes, partners, host, type, rationale, start and end date)

The Cardiff Capital Region (CCR) covers the 10 local authority areas covering South East Wales -Blaenau Gwent; Bridgend; Caerphilly; Cardiff; Merthyr Tydfil; Monmouthshire; Newport; Rhondda Cynon Taf; Torfaen; and Vale of Glamorgan.

The City Deal is a programme agreed in 2016 between the UK Government, the Welsh Government and the ten local authorities of South East Wales.

The Cardiff Capital Region City Deal is a unique programme of collaborative working, passionately committed to being the catalyst for regional growth and sustainable success. Comprising a dedicated team, headed up by Director Kellie Beirne, and a ring-fenced £1.2bn investment fund, it is one of the CCR's primary mechanisms for implementing its growth ambitions and strategic priorities.

The deal represents the joint commitments made by the ten local authorities of the Cardiff Capital Region, the UK Government and the Welsh Government to unlock £1.2bn of collective investment. It is designed to build on the region's sectoral strengths, its high skill base and three successful universities and accelerate economic growth and productivity through a series of considered targeted investments in skills, infrastructure, innovation-led scalable projects and priority industry sectors and businesses.

The formal establishment of the Cardiff Capital Region City Deal as the South east Wales Corporate Joint Committee (CJC) is underway, and transition has begun,

with a completion date to be confirmed. The council needs to work with Welsh Government and the Cardiff Capital Region on the transition arrangements for services that will form part of the CJC to ensure effective governance arrangements are in place; an officer group has been formed for this.

MonLife

Collaboration: National Exercise Referral Scheme **Lead Contact Officer: Nick John**

Description of Partnership or Collaboration **(e.g purpose, outcomes, partners, host, type, rationale, start and end date)**

National Health Intervention programme, Local Authorities, Public Health Wales, WLGA, Welsh Government, Aneurin Bevan University Health Board .
MCC delivers the local programme, partnered with Public Health Wales.

Collaboration: Play Schemes Partnerships with Town/Community Councils **Lead Contact Officer: Paul Sullivan**

Description of Partnership or Collaboration **(e.g purpose, outcomes, partners, host, type, rationale, start and end date)**

Collaboration for the delivery of school holiday and summer play provision, with MonLife as the lead. There is significant officer time and use of facilities across the county.

Collaboration: Sport Wales **Lead Contact Officer: Nick John**

Description of Partnership or Collaboration **(e.g purpose, outcomes, partners, host, type, rationale, start and end date)**

Collaboration of local authorities and Sport Wales to work regionally and ensure knowledge and resources are coordinated across south east Wales, consisting of the Sport Wales & Active Gwent Sport and Physical Activity Board, with MCC delivering the local programme. There are also sub-groups, including a delivery group which meets separately. In addition, there is the Sport Wales Partnership Agreement.

Collaboration: Wye Valley Area of Outstanding Natural Beauty Partnership **Lead Contact Officer: Matthew Lewis**

Description of Partnership or Collaboration <i>(e.g. purpose, outcomes, partners, host, type, rationale, start and end date)</i>
A joint unit to deliver our statutory duties under the Countryside and Rights of Way Act 2000 including preparing and delivery of AONB management plan.

Collaboration: Living Levels Partnership Lead Contact Officer: Matthew Lewis
Description of Partnership or Collaboration <i>(e.g. purpose, outcomes, partners, host, type, rationale, start and end date)</i>
To reconnect people and communities to the Gwent Levels landscape and provide a sustainable future for this historic and unique area.

Collaboration: Gwent Green Grid Partnership (GGGP) Lead Contact Officer: Matthew Lewis, Colette Bosley
Description of Partnership or Collaboration <i>(e.g. purpose, outcomes, partners, host, type, rationale, start and end date)</i>
<p>To deliver a consistent approach to Green Infrastructure management across Gwent and a collaborative framework that will inform the delivery of the SE Wales Area Statement. MCC lead (All Gwent Local Authorities, Natural Resources Wales & others).</p> <p>Includes the Gwent Regional Access Group: To share information and good practice, feed into and advise on strategic countryside access projects / plans.</p>

Collaboration: Monmouthshire Destination Partnership Lead Contact Officer: Nicola Edwards
Description of Partnership or Collaboration <i>(e.g. purpose, outcomes, partners, host, type, rationale, start and end date)</i>
<p>To champion the visitor economy of Monmouthshire and drive forward greater investment in the destination through improved engagement with the industry and all others involved in developing and promoting tourism in the county.</p> <p>MCC lead. Members include key destination tourism associations, chambers of trade, town councils and other stakeholder organisations. Independent chair (currently the CEO of Abergavenny Food Festival).</p>

Resources

Collaboration: Shared Resource Service (SRS)

Lead Contact Officer: Sian Hayward

Description of Partnership or Collaboration

(e.g. purpose, outcomes, partners, host, type, rationale, start and end date)

SRS is an amalgamation of Blaenau Gwent, Torfaen, Newport, Monmouth and Gwent Police ICT departments, operated under a partnership arrangement. Sian Hayward holds the budget for MCC which is mostly staff but also contracts held for some software and data storage.

The SRS has a series of Boards:

1. The strategic Board with Chief's Executive's and a lead member
2. Business and collaboration board where the partners decide which projects to combine and collaborate over
3. Finance and governance board where the budgets are managed

Collaboration: Gwent Police Property Services collaboration

Lead Contact Officer: Jo Howard

Description of Partnership or Collaboration

(e.g. purpose, outcomes, partners, host, type, rationale, start and end date)

A Shared Facilities Management Service between the Police and Crime Commissioner for Gwent and MCC for the purpose of providing certain estates and facilities services to each member.

Collaboration: Shared Benefit & Revenues Service

Lead Contact Officer: Ruth Donovan

Description of Partnership or Collaboration

(e.g. purpose, outcomes, partners, host, type, rationale, start and end date)

Torfaen CBC provides the service to maintain and award all Housing Benefit and Council Tax Benefit/Reduction payments for MCC. Torfaen CBC maintains all records during the year, initiate payments and processing of claims. This collaboration also looks at fraud investigations.

The Revenues and Benefits Shared Service is run and hosted by Torfaen. There are agreements in place for both service areas which detail the governance arrangements. Day-to-day, the service is run by the Head of Revenues & Benefits in Torfaen. Ruth Donovan is the main contact point for Monmouthshire and is in regular contact with the Head of service. There is also a Shared Service Board which meets periodically.

The Board includes both chief finance officers, the head of service, the lead finance officer for the shared service (employed by Torfaen) and the Assistant Head of Finance Revenues..

Collaboration: Greater Gwent Pension Fund

Lead Contact Officer: Peter Davies

Description of Partnership or Collaboration (e.g purpose, outcomes, partners, host, type, rationale, start and end date)
<p>The Greater Gwent (Torfaen) Pension Fund is part of the national Local Government Pension Scheme (LGPS). The Greater Gwent (Torfaen) Pension Fund is run by Torfaen County Borough Council.</p> <p>Members include people who work for Torfaen, Blaenau Gwent, and Caerphilly County Borough Councils, Monmouthshire County Council and Newport City Council, and a whole range of other organisations such as the local college, town and community councils who have applied to be part of the fund as well as other organisations who provide community services or carry out services on behalf of a local authority. More than 50 employers allow their employees to join the fund.</p> <p>The LGPS is a statutory scheme. This means that it is very secure because the amount members are paid in retirement is defined and set out in law.</p> <p>The Wales Pension Partnership (WPP) was established in 2017. The WPP is a collaboration of the eight LGPS funds (Constituent Authorities) covering the whole of Wales and is one of eight national Local Government Pension pools.</p>

Policy, Scrutiny and Customer Experience

Collaboration: Gwent Public Services Board Lead Contact Officer: Matthew Gatehouse
Description of Partnership or Collaboration (e.g. purpose, outcomes, partners, host, type, rationale, start and end date)
<p>Following a detailed assessment of options, the Monmouthshire Public Services Board has merged with other local authorities to form a Gwent-wide PSB to strengthen the outcomes partnership working can deliver.</p> <p>The Gwent Public Services Board (Gwent PSB) brings public bodies together to work to improve the economic, social, environmental and cultural well-being of the preserved county of Gwent. The Board has specific responsibilities, under the Wellbeing of Future Generations (Wales) Act, including the development of a Well-being Assessment and development and delivery of a Well-being Plan and objectives.</p> <p>Gwent Public Services Board has eight statutory member organisations responsible for carrying out their well-being duties under the Act.</p> <p>Aneurin Bevan University Health Board Blaenau Gwent County Borough Council Caerphilly County Borough Council Monmouthshire County Council Newport City Council Torfaen County Borough Council Natural Resources Wales South Wales Fire and Rescue Service</p>

The PSB also has a number of *statutory invitees* and can also invite other bodies who share their aims and who can help deliver the Local Wellbeing Plan. The other members of the Gwent PSB are:

Gwent Association of Voluntary Organisations (GAVO)

Gwent Police

National Probation Service

Police and Crime Commissioner for Gwent

Public Health Wales

Tai Calon Community Housing, representing Registered and Social Landlords

Torfaen Voluntary Alliance (TVA)

University of South Wales

Welsh Ministers

There are also a number of boards and partnerships sitting at a regional and local level that have been established through a range of legislative, policy or programme drivers. Their directives often come directly from Welsh Government or UK Government and are linked to national strategy.

The Welsh Government is currently reviewing the partnership landscape again, and with the introduction of the Gwent PSB there is now an opportunity, to better understand how both regional and local structures operate, particularly where they hold the funding, design delivery structures, and allocate resources which are important to Monmouthshire in terms of delivery and outcomes for our communities and residents.

Work is also currently taking place to better understand the oversight of key regional boards that serve Monmouthshire's interests through the Monmouthshire Strategic Partnerships Team and the Monmouthshire Public Services Scrutiny Committee.