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| SUBJECT: | Admission of Newport City Council as an Additional Partner to the SRS |
| MEETING: | Cabinet |
| DATE: | 16th December 2016 |
| DIVISION/WARDS AFFECTED: | None |

1. PURPOSE:

- 1.1 The ambition of the Shared Resource Service (SRS) has always been to expand the provision of Information & Communications Technology (ICT) services to other public sector partners. Newport City Council has completed and agreed a business case through its own authorisation and committee processes, and is formally requesting to become a partner in the SRS. This is another milestone in the SRS journey, and one to celebrate the expansion of the collaborative service model.
- 1.2 This report seeks approval from the Police & Crime Commissioner (PCC) and the Cabinets of SRS partners to invite Newport City Council (NCC) to join the SRS.

2. RECOMMENDATIONS:

- 2.1 That each partner cabinet agrees to Newport City Council joining the SRS as a partner, realising benefits for both the SRS and each partner organisation.

3. REASONS:

- 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 platform

4. Newport City Council's Business Case for Joining the SRS

- 4.1 The NCC business case outlines the need to develop and implement a sustainable service improvement model for its ICT provision that addresses or mitigates the current challenges in its current ICT provision.
- 4.2 The challenges experienced by NCC 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 Welsh Government aspirations.
- 4.3 The SRS Public Board received the summary business case from Newport along with a formal request to join in September 2016. The business case explored the comparable options of retaining delivery of ICT services 'in-house' or seeking a Partnership with SRS Public to deliver core ICT services with a focus on 'delivering more for less'. The preferred option in the business case includes essential or core ICT Services only.
- 4.4 Newport ICT provision currently consists of 32 members of staff providing desktop, infrastructure, service desk, education services, application support project management, supporting 5000 corporate users and 18,500 users across 45 schools.
- 4.5 If it is agreed that Newport will be offered an opportunity to join the SRS as a partner, the proposed date for the commencement of this agreement would therefore be April 2017. The staff will be transferred into the SRS with Torfaen County Borough Council as the host employer. There is a separate paper detailing the proposal for staff transfer that has been through the SRS Public Board as well.

5. SRS Due Diligence

- 5.1 The SRS Public Board received a due diligence paper from the SRS Chief Operating Officer in October 2016 that was a product of a series of sessions held with all partner organisations and the Chief Financial Officer (S151) or representatives in Monmouthshire. The paper detailed a number of areas to clarify including technology, financial, organisational and governance based.
- 5.2 The SRS Public Board has received NCC's full business case and due diligence response, and can now assure the existing partner organisations that accepting a new partner is in line with its strategic aims to grow the business and does not introduce a level of risk that would cause failure of the SRS service to existing partners.
- 5.3 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.

6. The Benefits for the SRS

- 6.1 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.

- 6.2 The current Newport City ICT service aligns with the organisational structure being implemented in the SRS. The new partnership will allow all existing 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 Newport City with those of the Shared Resource Service and this will assist with the effective knowledge transfer required with the merger.

7. The Benefits for Monmouthshire County Council

- 7.1 The SRS Public Board can assure all partner organisations, their elected Members and their officers that accepting Newport City Council 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 Monmouthshire County Council are that:

- i. 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.
- ii. 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
- iii. The new partner will bring new technology skills and expertise, further increasing the knowledge, expertise and resilience for partners.

8. Performance Monitoring, Audit and Risks

- 8.1 The SRS will monitor the impact on performance using its existing Performance Framework. 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 through the SRS Strategic Board, the SRS Performance Board and through MCC's own scrutiny and committees as required.
- 8.2 The risks associated with this project have been considered as part of the due diligence work and have all been formally responded to by the SRS and Newport. A risk log will be kept as the transition progresses and 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.
- 8.3 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. NCC will need to align their existing arrangements for ICT audit into this process.

9. RESOURCE IMPLICATIONS:

- 9.1 There are no resource implications as a result of this report for MCC. There is an increase in income of £101,000 arising from accepting Newport City Council into the SRS. Partner organisations will work through the level of investment required both

within the SRS and the respective partner organisations to deliver effective digital services.

10. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

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

- Overall this proposal will provide a more resilient and effective ICT service, enabling future digitisation opportunities across Monmouthshire's communities and businesses.
- There will be benefits to both the SRS Partner Organisations and the communities they serve 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, effective economic robust service. Communities will benefit from a more consistent digital service across several local authorities.

The actual impacts from this report's recommendations will be reviewed every 3 years and criteria for monitoring and review will include:

- Evaluating the performance of the SRS against the impacts above.

11. CONSULTEES: SLT, SRS Public Board, SRS Leadership Team, Newport City Council , Blaenau Gwent County Borough Council, Torfaen County Borough Council, Gwent Police

12. BACKGROUND PAPERS: None

13. AUTHOR: Sian Hayward

14. CONTACT DETAILS:

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Future Generations Evaluation (Includes Equalities and Sustainability Impact Assessments)

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| <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 being Newport City Council</p> |
| <p>Name of Service</p> <p>Digital and Technical</p> | <p>Date Future Generations Evaluation form completed 01/12/16</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.


| 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> | | |

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? |
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| 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 Balancing short term need with long term and planning for the future</p> | <p>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</p> | |
|  <p>Collaboration 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 Involving those with an interest and seeking their views</p> | <p>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</p> | |
|  <p>Prevention Putting resources into preventing problems occurring or getting worse</p> | | |

| Sustainable Development Principle | How does your proposal demonstrate you have met this principle? | What has been done to better to meet this principle? |
|---|--|---|
|  <p data-bbox="141 344 286 376">Integration</p> <p data-bbox="109 212 501 456">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 NCC 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, though it is being covered under the detailed project planning process undertaken by TCBC. | | 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> | | |

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> | | |

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

The Newport City Council Business case
 The SRS strategic plan for expansion and admission of new partners.
 Consultative reports provided to the SRS board
 MCC SLT 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?

Overall this proposal will provide a more resilient and effective ICT service, enabling future digitisation opportunities across Monmouthshire's communities and businesses.

There will be benefits to both the SRS Partner Organisations and the communities they serve 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, effective economic 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 |
|---------------------------------|-------------------------------------|---------------------------|-----------------|
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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.

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