

Agenda



Pwyllgor Craffu ar Berfformiad – Partneriaethau

Dyddiad: Dydd Mercher, 9 Hydref 2019

Amser: 5.00 pm

Lleoliad: Ystafell Bwyllgora 1 - Canolfan Ddinesig

At: Cynghorwyr: M Rahman (Cadeirydd), D Davies, J Hughes, C Jenkins, S Marshall, R Mogford, M Spencer, T Suller and K Whitehead

Eitem	Wardiau Dan Sylw
1	<u>Ymddiheuriadau</u>
2	<u>Datganiadau o ddiddordeb</u>
3	<u>Cofnodion y Cyfarfod Diwethaf</u> (Tudalennau 3 - 18)
4	<u>Gwasanaeth Adnoddau a Rennir</u> (Tudalennau 19 - 54)
5	<u>Cronfa Gofal Integredig</u> (Tudalennau 55 - 74)
6	<u>Rhaglen Drawsnewid</u> (Tudalennau 75 - 112)
7	<u>Casgliad Adroddiadau Pwyllgorau</u> Following the completion of the Committee reports, the Committee will be asked to formalise its conclusions, recommendations and comments on previous items for actioning.
8	<u>Adroddiad Cynghorydd Craffu</u> (Tudalennau 113 - 122) a) Diweddariad Rhaglen Waith (Atodiad 1) b) Cynllun Gweithredu (Atodiad 2)

Mae'r dudalen hon yn wag yn

Minutes



Performance Scrutiny Committee - Partnerships

Date: 26 June 2019

Time: 5.00 pm

Present: Councillors M Rahman (Chair), Y Forsey, J Hughes, S Marshall, R Mogford and T Suller

In Attendance: Will Godfrey (Chief Executive), Daniel Cooke (Scrutiny Adviser) and Neil Barnett (Governance Officer)
Supt Ian Roberts (Gwent Police), Gary Handley (Coleg Gwent),
Ceri Davies (Natural Resources Wales) and C Doyle (RSL's)

Apologies: Councillors D Davies, M Spencer and K Whitehead

1 Declarations of Interest

None.

2 Minutes of Previous Meeting

The Minutes of the Meeting held on 3 April 2019 were **approved** as a true and accurate record.

3 Public Services Board - Well-being Plan Annual Report 2018-19

Attendees:

- **Will Godfrey, PSB Intervention Lead for The Newport Offer** (Chief Executive NCC);
- **Supt Ian Roberts, PSB Intervention Lead for Strong Resilient Communities** (Gwent Police);
- **Gary Handley, PSB Intervention Lead for Right Skills** (Coleg Gwent);
- **Ceri Davies, PSB Intervention Lead for Green and Safe Spaces** (Natural Resources Wales);
- **Ceri Doyle, PSB Intervention Lead for Sustainable Travel** (RSLs)

The Chief Executive presented an overview of Chapters' one and two of the annual report and explained that the mid-year Well-being Plan had been reported to the Committee in January. The Well-being Plan was the most physical outcome of the Well-being of Future Generations (Wales) Act, and was created with partners and adopted formally in May 2018. It was coming to the end of the first year, and the annual report aimed to unpack the activity around the interventions. He also took the time to remind the Committee that while this report looked at the first year performance of the Wellbeing Plan, some interventions were working at different speeds and some had definitive outcomes that could be completed in a short space of time, whereas others had more long-term goals.

The report presented an overall picture of the performance for each of the interventions, each of which would be presented by the Lead Officer for the related intervention.

The Newport Offer

The Intervention Lead for The Newport Offer, the Chief Executive of Newport City Council explained that the intervention was aimed at attracting and retaining businesses to the City. Of the six steps outlined in the report, the first was the most defined. The vision of the city was being pursued with the creation of an Investment Brochure that would be published in a number of weeks, the City Centre Masterplan and a new website for the City. A working group had been created to implement actions within this intervention. The convention centre and chartist tower hotel were highlighted as key projects, both due for completion in September. Throughout the five interventions, case studies were included which highlighted cases of best practice.

Members asked the following questions:

- **Performance Measure - ‘% people saying Newport is a good place to live’.** Members asked how the target was set and would that target be used long term?

The Committee were informed that the target would move over time, the target was based on surveys conducted over previous years. The public's perception of the City peaked in 2015, corresponding with the opening of the Friars Walk, and it was hoped that with future investment the figure would improve. It was explained that that they would look to increase the target to more aspirational levels each year, they were only nine months into a five year programme and perceptions of the city needed to change to enable these performance measures to improve.

- Members stated that it was difficult for them to see the finished product when reading the Annual Report, but conceded that this might have been due to the short time frame since the programme began. The Committee discussed communication with the public from the partnership and how this could be utilised to increase positive stories and perceptions of the City.

The Intervention Lead advised that there was a need to create a balance between what came within the domain of the partnership and what should stay as an individual organisation's responsibility. The Newport Offer was not yet at a level of maturity, but as the Investment Brochure and the City Centre Masterplan took effect, this would change.

- A Member commented that the report needed to be clearer and more easily understandable by the public and there was a need to communicate the positives.

The Intervention Lead assured Members that the city website would present what was trying to be achieved through partnership working and how, and would go live soon. He advised Members of surveys undertaken across Newport, which had highlighted that people aged between 20 and 30, had a better perception of Newport than those who were older. It was the partnership's role to highlight and promote the positives such as: the Food Festival; Newport Marathon; new hotel, and; convention centre.

- The Committee enquired where the relatively new intervention would focus in the future. A Member commented that Maindee Festival, Pill Carnival, the running and cycling events were not included and asked would future reports showcase the multicultural and diverse city.

The Intervention Lead replied that when defining the work and focusing the intervention in the future there was more work to be done. This was the case for sharpening the vision and using more effective performance measures. He explained that it was tempting just to pour everything into the intervention but by highlighting examples of best practice and aiming for jobs creation etc. the intervention becomes more meaningful. This is why the annual report looked at the major events in the city, as these major events were where

the partnership level working is important and can help deliver outcomes across all five interventions.

The Intervention Lead stated that the economic growth of the city could improve with the publishing of the Investment Brochure. The hope was that the Brochure would drive up investment by directly targeting business.

Strong and Resilient Communities

The Intervention Lead for Strong and Resilient Communities, Chief Superintendent of Gwent Police introduced the Strong and Resilient Communities intervention to the Committee and the key points upon which they were trying to achieve a relationship with the public. This relationship would aim to engage, consult and understand their issues and those of their local area. The plans used in the Strong and Resilient Communities work plans were co-produced with members of the public. The intervention had short, medium and long term plans in place to develop neighbourhood hubs. In terms of activities last year the intervention engaged with communities and Mutual Gain, and received some Home Office funding for areas affected by crime. The Chief Superintendent informed the Committee that at their first event in February there had been 45 attendees, the attendees saw that something was starting to happen in their area and encouraged active citizenship, which was one of their goals. Most of the people who attended fed back that they had never attended a public meeting before. The main outcomes important to those that attended were the lack of provision for young people and more support for vulnerable adults who were isolated in the community. The goal of trying to get the community more involved, to create stronger networks, both physical and on social media had begun.

The Participation Panel, of 100 people from Ringland and Alway, was granted £150,000 to spend on their local area. The panel received bids from a number of local projects linked to the issues raised at the initial meeting. The projects the panel agreed to support included the local boxing gym, radio station, Cadets and Samaritans. Partnership events had been held since to see who else was able to provide support. Money was available for the CAMHS model and further work with communities. Action plans were being developed to establish how agencies and stakeholders could work together. The Chief Superintendent acknowledged that the focus of the work had been on Ringland and Alway, work was still ongoing in other areas but to maintain the level of detail the annual report looked only at these two areas. Examples of the additional work included all comprehensive schools had a crime education programme for year 7 and 9 pupils. Once this model of joint working had proven itself they would start to look for additional investment.

Members asked the following questions:

- Members raised concern of the safety of Newport citizens, and questioned whether the perception of high levels of crime was accurate.

The Intervention Lead for the Intervention spoke positively of the safety of Newport and explained that when compared to other comparable cities, Newport had lower levels of serious crime, more visible things such as rough sleeping and groups of young people on bikes, and negative stories from the media fuelled perceptions of problems in the city. There had been big improvements related to safety, the Police communicated this message through multiple mediums, but was not the public's perception. Newport's homicide rate compared to others was really low, but that was not visible, so hadn't impacted upon public perception.

- The Committee commended the work done upon this Intervention by the partners. They were pleased to the difference being made on the ground to the people of Newport. The work done would have had a positive effect on people's perception of Newport.

The Intervention Lead agreed and stated they were including those people that were spreading the narrative that impacted on how people saw Newport.

- The Members enquired how money and resources were allocated in the Partnership and how the different organisations were working together.

The Intervention Lead explained that there had been multi-million pound investment in the second intervention. The Police had brought funding from the Home Office, the Council and Newport City Homes had invested resources, as well as a number of other agencies. Welsh Government had been involved in the planning of workshops. All partners were contributing money from different funding streams, this included committing existing resources and new sources. Looking at new ways of working across communities included, Community and Psychology Teams devising a new model of mental health interventions for adults and young people. The main aim was to avoid duplication of work and create a synergy between projects.

- The Committee asked what had been the most challenging aspect of the last 12 months for the intervention.

The Intervention Lead believed that sustainability had been the most challenging. This he explained was due to some of the organisations that were commissioned to undertake the work being funded in the short term only. Funding in the short term was a risk to all those involved. Another challenge presented to the Committee was how one negative headline could destroy the positive work undertaken. An example of this was Pill, where it had been a difficult area to gather community support, but they had been gaining support and momentum.

Right Skills

The Intervention Lead for Right Skills, Coleg Gwent Campus Director introduced the Intervention to the Committee and advised that the different interventions were incredibly linked in terms of development of the Ringland Hub, and Hubs elsewhere in the city. It was important to assure that the funding provided the people with the right skills to enter further and higher education in Newport. Discussions taking place online were examined to inform the action taken in the communities. One aspect of this was training people on social media use to promote and present their local community in the best light possible. He highlighted another challenge was ensuring that citizens had access to the education and training that would allow them to take advantage of the employment opportunities available in Newport.

The partnership was working with local companies to identify pots of funding that could be used to deliver projects in the local areas. One example given was the retail park in Spytty, each of the shops there had charitable funds and the partnership had looked at ways of coordinating the local communities to bid for money. It was important for the partnership to ensure that the work being done was sustainable, to allow the work and its impact to be felt. Future work in this area would see more events taking place in the city to draw attention to the opportunities available, with a specific focus on the digital sector. To support this the partners were looking at primary school children learning to code so they would have the skills they needed in the future.

- The Committee enquired whether the Partnership was working with Community Councils.

It was explained that resources were an issue for the partners, especially when it came to staff attending meetings across the city. Community Councils had been invited to attend the Public Services Board Intervention and Engagement group. Longer term objectives included the Community Councils being more involved with the Public Services Board.

The attendees all agreed that improving the communication network across the city would have benefited the relationships and engagement of all stakeholders.

- The Committee expressed concern regarding the education system in Newport and asked what work was being undertaken by the partners.

The Intervention Lead explained that one piece of work was identifying who was delivering what across the city, and what gaps in provision there was. One of the large gaps in education across the city related to computing, there was a lack of training and skill attainment at the secondary level, which went far beyond A-levels. He advised that a centralised facility that provided a state of the art environment for staff and young people was needed. Schools needed to work together to ensure young people had the education that would allow them to take advantage of further education and employment opportunities in Newport.

Green and Safe Spaces

The Intervention Lead for Green and Safe Spaces, a representative from Natural Resources Wales, introduced a video that had been produced to explain the intervention and the work undertaken. She informed the Committee that the intervention's vision was to reconnect citizens of Newport with the green assets of the wider area. Newport benefitted from an influx of people travelling from surrounding areas to these green areas. Green and Safe Spaces had a network of 30 organisations and around 90 individuals for support and had a budget to use as seed funding for projects, and a Green and Safe Spaces Project Officer in post while the Public Services Board aligned its work streams.

The Intervention Lead explained that they were unable to put all of the green spaces of Newport into the annual report due to its size, but referred the Committee to its Green Asset List. The example given was the Mon Brecon Canal and how the intervention was establishing ways of partnership working and ways of promoting the canal.

Members asked the following questions:

- The Committee enquired whether Keep Wales Tidy not having a representative in Newport had hindered the intervention.

The Committee was assured that they had not been affected by this and that Keep Wales Tidy representatives regularly attended events.

- The Committee referred to page 42 of the report and how Growing Spaces, the mental health charity, were reliant on funding and resources from external sources and struggled with long-term sustainability.

The Intervention Lead advised that one of the aims of the intervention was to pull together organisations that could support each other to provide the sustainability required. The Partners were looking at ways of grant funding and strategic partnership projects that would further support the sustainability of projects and charities like Growing Spaces. This they believed was a key challenge and vital for success.

- The Committee were surprised that the green spaces in Newport were so under-utilised. One problem with an increase in human traffic was the litter it generated and asked did the intervention have a long-term solution to littering.

The Intervention Lead explained that they were trying to galvanise community groups and then using a zero tolerance approach. The more people took ownership and looked at

their own actions the more chance of people changing their behaviour. Increasing Newport citizen attendance at Newport green spaces was done through ensuring that the facilities were free to use, open access for all and easily accessible. The partnership stated that looking at ways of engaging private business, especially those that had a greater chance of being littered in solving the problems at a local level, was a future issue they wished to overcome.

- The Committee raised concerns about how some community groups were willing to undertake voluntary work to keep their local area clean and tidy but were unable to because of lack of equipment and funds to purchase essentials like insurance. The Committee enquired whether there was anything that could be done to enable volunteers to help the partners deliver their work programme.

The attendees explained that they were always looking to establish links with key people and physical assets in areas across Newport, and making these connections increased the level of support provided to an area and lessened the burden on the partners. The Intervention Lead advised that they would be looking at ways of recognising the good work members of these local communities did.

With regard to fly tipping the attendees explained that they were working with the local council and there was a need to push for greater penalties, which would hopefully act as a deterrent.

- The Members queried the Key Performance Measure – Community Green Flag Applications, and if the five applications were successful and what was being done for more sites to achieve green flag status.

The Intervention Lead explained that they needed to move quickly to foster more community support and groups to get green flags in their area and work needed to be done post award to maintain the required standard.

Sustainable Travel

The Intervention Lead for Sustainable travel, the representative from Newport City Homes, introduced the intervention. She explained that their priority was to diversify the intention, measures and how they calculated what was existing in Newport already. The purpose of the intervention was to provide safe and accessible transport, in the long term. One of the first focuses of the intervention was holding the partners to account for their use of low emission vehicles. The decision to not build the M4 relief road had been taken and the partnership would look at the impact on the city and how best to go forward. Other areas of focus for the intervention were: planning guidance; air quality, and; starting to look at transport measures that can be used in planning guidance. Work would be enhanced by securing 5.2 million pounds in funding under *Creating an environment where public transport, walking and cycling is prioritised*, (Step two in the report). Active travel routes, were not listed in the report, but were something that would have been monitored. This key area would be supported by the completion of on-street bike hire.

Work was being undertaken in primary schools to improve young people's knowledge and understanding of the importance of sustainable transport. These education projects would be expanded on going forward.

Another aspect of the sustainable travel intervention was the introduction of the Civil Parking Enforcement beginning on the 1 July 2019. This the attendees believe would have an impact all across the city. Medium and long-term plans include looking at the electric fleet of the partners and establishing a network of charging points across the city, and what this would look like. The Department of Transport had funded Newport Transport to obtain a fleet of

electric buses. These electric buses would be battery powered, a lot of the work had been already undertaken, but they were a long way from making the intervention as impactful as it could be.

Members asked the following questions:

- The Committee enquired as to how the removable batteries in the buses would work. They were informed that the batteries would be recharged in a large 'battery farm' overnight when the busses were no longer in service.
- The Members wished to have more information on Clean Air Zones in the City. The Attendees explained that the clean air zones were areas of the City where they have large amounts of standing traffic. These included the M4 motorway and Caerleon.
- The Committee enquired as to what potential funding and plans the partners were aware of and where the allocation would be best used to overcome some of the issues in the city. The Attendees explained that they it would have been a failure if they did not integrate plans and funding into the existing plans and infrastructure of the city. The Council would be responsible for ensuring that all planning developments took into account the sustainability principles and their implications. Sustainable transport is not just an issue for Newport, one that needed to be looked at a regional level and broader again.

The Chair thanked the Invitees for attending.

Conclusions:

1. The Committee **noted** the Public Services Board Well-being Plan Annual Report 2018-19.
2. The Committee **noted** that the Minutes of the Public Services Board held on 11 June 2019 would be circulated to the Committee once approved.
3. The Committee **agreed** to forward the Minutes to the Public Services Board as a summary of the issues raised and in particular wished to make the following comments to the Public Services Board:
 - The work undertaken in the first 9 months was very positively received by the Committee and they wished to commend all those involved for their hard work.
 - The 'Vision' for Newport was not clear enough in the Annual Report, which the Members believed made the scrutiny of the Public Services Board's performance more difficult.
 - The Members felt that the Annual Report was not easily accessible for lay people and would require additional knowledge or background reading to fully understand the report.
 - The performance measures used to monitor the performance were not fit for purpose. The Committee felt that they were not aspirational enough, that there were enough of them, they were subjective when they should have been objective and were not linked to the overall vision for Newport. The Committee stated that they believed the Performance Measures should be directly linked to the thirteen priorities of the One Newport Public Services Board Well-being Plan.
 - There was a lack of timescales in the Looking Forward section of the Annual Report. The Committee would have liked to have seen an '*in five year, in ten year, and in twenty years*' aspect to these sections. This would have fed into the aspirational vision aspect of the Annual Report.
 - The Committee felt that the sometimes negative perception of Newport needed to be countered by the Public Services Board with more force and consistency. Good news stories and successes needed to be promoted to the citizens of Newport.

- The Committee were enthused to hear about the partnership working between schools, colleges and universities to improve the prospects of young people in Newport. Especially those around Computing, which the Committee believed would increase the attraction of Newport to companies.
- With regard to the Relationship between the Green and Safe Spaces intervention and those individuals and groups who were already working in their local areas, the Committee felt that recognition of these individuals or an awards event would be a beneficial and warmly received.
- The Committee raised concern regarding Fly tipping and more needed to be done to push for greater penalties.
- The Committee requested an information report on the Clean Air Zones in Newport.
- With regard to Sustainable Travel the Committee requested more information on what guidelines were available to define what constitutes as sustainable.

4 **Draft Annual Forward Work Programme 2019-20**

The Scrutiny Adviser introduced the Draft 2019-20 Annual Forward Work Programme to the Committee and presented an overview of the suggested topics included for the Committee's consideration, the proposed Information reports and Briefing Sessions. The discussion ensured that the Committee was happy with the role of the Committee in scrutinising each topic and the reasons for their prioritisation for consideration. The Committee also confirmed that the proposed timescale for receiving the reports were acceptable. The Scrutiny Adviser clarified that if the Committee wished to add, remove or accept a report for information only in future they could do so at any Committee meeting. The Committee agreed that the topics proposed in the Draft Annual Forward Work Programme 2019 - 2020 were acceptable.

Conclusions:

1. The Committee **approved** the Annual Forward Work Programme for 2019-20.
2. The Committee **agreed** the 5pm start time for Committee meetings and **approved** the proposed schedule of meetings for 2019-20.

The meeting closed at 7.40 pm

Minutes



Performance Scrutiny Committee - Partnerships

Date: 10 July 2019

Time: 5.00 pm

Present: Councillors M Rahman (Chair), D Davies, S Marshall, M Spencer, T Suller and K Whitehead

James Harris (Strategic Director - People), Sarah Morgan (Chief Education Officer), Andrew Powles (Assistant Head of Education - Engagement and Learning), Meryl Lawrence (Scrutiny Adviser) and Neil Barnett (Governance Officer)

In Attendance: G Willington, H Davies-Edwards, E Price and Diamond

Apologies: Councillors Y Forsey and J Hughes

1 Declarations of Interest

None.

2 Education Achievement Service - Value for Money Financial Year 2018-19

Attendees:

- James Harris (Strategic Director – Place)
- Sarah Morgan (Chief Education Officer)
- Andrew Powles (Deputy Chief Education Officer)
- Geraint Willington (Director – Resources, Business and Governance, EAS)
- Hayley Davies-Edwards (Education Achievement Service)
- Ed Price (Assistant Director Policy and Strategy, EAS)

The EAS Director presented a brief overview to the Committee and highlighted the key areas for consideration. The report to the Committee assessing the performance of the EAS concluded that the EAS is providing good value for money in terms of those aspects that are within its control, notably: economy; efficiency; equity and; sustainability. However, collective action involving EAS, its constituent local authorities and school leaders was required to address concerns over educational outcomes across the region and those schools that are underperforming.

Members asked the following:

- A Member welcomed the report and with regard to Learning Networks asked whether the EAS were confident that when a school is asked to support another school, it does not have an adverse impact on learning at the school assisting.

Members were advised that the Local Authority was asked for a view, which takes account of previous performance, sickness, etc., and sometimes the view was that it should not go ahead. The EAS views applications and is able to scrutinise whether

schools have considered the offer of their own support. There had been times where offers have been mutually agreed and looked good on paper but it was thought that the offer should not go ahead. The EAS Assistant Director advised Members that the EAS also had the flexibility to invite other schools to become involved.

The Principal Challenge Advisor advised Members that the EAS had more schools wanting to be learning schools than needed, so they had been placed on a waiting list.

- Members enquired whether the Value for Money report could be undertaken in-house by EAS officers rather than externally, and if so how much money could be saved.

Members were advised that the Consortium worked across 5 Local Authority areas with the different authorities working independently, it was felt it was important that this was done externally otherwise the EAS would be scrutinising themselves. It was explained that the EAS had learnt a lot from the report author from his previous experience in Wales Audit Office and his skills evaluating value for money.

- A Member referred to the tools that schools could use on page 33, and asked what the working relationship between the EAS and the Local Authority was like.

Members were advised that the partnership work between Newport and the EAS was held in high regard and that statutory powers were taken seriously and acted upon swiftly. It was clarified that as the EAS works regionally, the Local Authority would need to take the lead sometimes and it was important for the EAS not to lead every protocol. The benefits of shared intelligence were explained and examples given of schools in different areas that were similar. The EAS were confident that Newport had been a lead voice as a local authority in the school concerns strategy.

- A Member enquired if schools had any issues regarding children with additional learning needs, whether schools in other regions would be able to help.

Members were advised that Additional Learning Need specialist work could be provided on a regional basis. Schools can also be matched up to schools, which had been identified as having children with additional learning needs. Members were advised that gaps exist where there are only 35 secondary schools and the match was not effective. The EAS were moving to work more with partners from other regions and advised that a number of partners took visits to other regions to secure support.

The Challenge Advisor advised the Committee that Newport had higher achieving secondary schools, which had performed well in the region. This provided opportunities to work with similar schools in other areas, which raised the bar further for these schools, e.g. providing formal partnerships with Cardiff and beyond.

- A Member asked about the challenges for Key Stage 4 at Secondary school level.

Members were advised that EAS needed to focus on cluster and transitional work, and mentioned the strong clusters in Newport. As the curriculum changes, Year 4 students would be the first to do the new GCSEs, so they need to make sure that transitional support was in place for learners. The whole system was changing, as the business plan reflected.

- A Member referred to Page 37 of the report that 29 of 35 of school clusters were engaging and asked was there a struggle to get leaders in partnerships involved.

Members were advised that engagement with Head teachers was reasonably high. Some initiatives may not be right for them at the time. Information of non- engagement within Newport was sent to the Deputy Chief Education Officer on a termly basis, however there

was some non-engagement with perfectly good rationale. Members were also advised that there had been a change of leadership in two clusters, but would be in place in September.

- A Member asked with funding being reduced by 30% how were resources being fully utilised through partnership working.

The Challenge Advisor explained that the ways that EAS support schools have changed, since 2014 there had been 5 years of evolving practice and the Challenge Advisor was expected to have a depth of knowledge for schools, but may only broker support.

- A Member asked what other partnerships the EAS had in relation to Looked after Children.

Officers advised that an Equality and Wellbeing Lead had recently been appointed who liaised very closely in the region, following the recognition that wellbeing is a critical component in learning. It was also advised that for the first time, this year a pilot school review / complete partnership review had been run.

- It was clarified that Head teachers have responsibility for the schools budget in as part of their overall responsibilities.
- A Member asked why the number of red secondary schools had almost doubled.

Officers advised that that each secondary school was treated in a bespoke way. The EAS was able to offer support, leadership coaching and subject specific work. Members were also advised that there were a huge range of complex factors in Secondary Schools, more complex to change than Primary Schools, but that schools were improving, including those being monitored. Some schools could have six recommendations, which might seem that the school is lacking but they are in fact improving. As an external partner the EAS was empowering schools.

The Challenge Adviser advised that school categorisations changed for lots of reasons e.g. standards could be good but if a Headteacher and Deputy left then the school would need additional support.

- Members discussed upcoming changes to the categorisation systems and asked if it would be Welsh Government led.

Members were advised that it would be nationally reimagined, though the process will have an appeal process for schools not happy with the category.

- A Member referred to page 23 of the report, which mentioned reduced spending and asked in the long term how would staffing numbers be addressed and managed.

Members were advised that there was a big pressure for the next year, and already there were not many core services left. The Joint Education Group and business managers would discuss this further and Learning network schools would be able to help for other subjects.

- A Member referred to page 21 of the report and asked what was the uptake of services for governing.

Members were advised that there was one school that had not signed up to a Service Level Agreement. The way the service has altered is to make sure an income was generated by schools, so as well as a core team there was some flexibility to support

demand. The core responsibility for the local authority was to promote training programmes.

- A Member enquired about the challenges faced despite the healthy partnership relationship.

Members were advised that for schools causing concern, the local authorities challenge each other through work being undertaken in schools. There is a monthly quality assurance meeting with Deputy Chief Education Officer every month and he sends the EAS issues he wished to discuss. Case conferences would also take place ensuring the necessary people attend.

The Chair thanked the Invitees for attending.

Conclusions

The Committee noted the Education Achievement Service Value for Money Financial Year 2018-19 report and **agreed** to forward the Minute to the Education Achievement Service and the Cabinet Member as a summary of the issues raised and in particular, the following comments:

- The Committee were satisfied with the report concluding overall value for money and commended the evidence of constructive relationships between the EAS and the Local Authority; the programme of robust support (tools) available, and; the mutual professional respect to challenge and develop the support provided. However, the report could include more information upon risk and mitigation.
- The Committee expressed concern at the unknown Welsh Government funding position for the Education Achievement Service for next year.
- The Committee was disappointed that following the recommendation of the 2017-18 report to work with other consortia to develop a national framework for assessing Value for Money at a regional level, this comparison had been unable to proceed as not all of the regions had submitted / verified their data.
- The Committee welcomed the increase in the percentage of “Green” Primary schools across the Region, but expressed concern at the percentage of “Red” Secondary Schools across the Region, in relation to the Wales Average, however following the Officers’ verbal explanations it was acknowledged that within the “Red” Category Schools there had been improvements.
- The Committee expressed concern at the potential impact of the new Curriculum upon Categorisation in the future.

Comments to the Performance Scrutiny Committee – People:

- The Committee expressed concern regarding the high percentage of Secondary Schools in the Red Category for 2018-19 across the EAS Region and requested that the Performance Scrutiny Committee - People be advised of their concern to keep it in mind when considering reports upon School Performance in Newport.

3 Regional Partnership Board - Annual Report 2018-19

Attendees:

- James Harris (Strategic Director - People)
- Phil Diamond (Regional Partnership Board Regional Team)

The Regional Partnership Board Team Representative presented a brief overview to the Committee and highlighted their key areas for consideration.

Members asked the following:

- A Member referred to the Core Themes listed on page 42 of the report, which were similar issues faced across the region and asked did the Partners engage and is there balance found between each Authority.

Members were advised that for the partners to succeed they needed to see value in working together and engage. The priorities highlighted on page 43 were nationwide and were key areas for partners. The Strategic Director advised that it was surprising how common these issues were in Gwent. The activities identified for the most part were all common issues. If a map was provided for those in need, such as Young Carers and Dementia, there would be hot spots across the region, but Newport is getting a fair share, and had the same profile broadly speaking.

- A Member praised the service provided and acknowledged it was a challenging providing support in 28 days, but asked could the time be improved upon.

Members were advised that the 28 days was a timescale set by Welsh Government, however, this region is above the Welsh average for responding. Members then asked if there was scope in the service should someone's issues get worse then the team could react faster. It was advised that there is a Mental Health practitioner in the Police Centre so if there was a serious case then they could take the necessary steps.

- A Member asked what lessons had been learned from various panels over the year.

The Regional Officer advised that there is a regional citizens' panel which feeds back and scrutinises the Regional Partnership Board at each meeting. There were also meetings in the 50+ and Youth Forums. In terms of every report highlighting progress, the board needed to make sure that the citizens' voice is there from each forum.

- A Member referred to the positive outcomes listed in the progress section, but felt there was a lack of objectiveness and asked how the Partnership was evaluating progress.

Members were advised that in terms of progress, the Partnership Board had set out equal challenges and there was a reporting mechanism to the Regional Partnership Board, with action plans evaluated at each meeting. There would be progress against each priority but also challenges highlighted in each report.

The Strategic Director advised that priorities were largely funded through the Integrated Care Fund projects, which required there to be detailed evaluation, rigorously evaluated from the Strategic Partnership Group. This took up an enormous amount of time. Each year there was an evaluation whether the project proceeds or not. Some had fallen by the wayside.

The Scrutiny Adviser reminded the Committee that this would be the subject of a future report included on the Committee's Forward Work Programme in October.

- A Member asked what were the main challenges faced by the collective.

The Strategic Director advised that at times partnership work could be really challenging. For a number of years the Partnership had been at a storming stage, with the large number of representatives sitting on the partnership board, but was now at the point where they could be very open and appropriately challenge the partners. However, it had not always been easy and there had been difficult meetings.

The Regional Officer advised that another challenge had been learning how to work with partners and the Health Board, as the landscape changed. Local Authorities had shared the Regional funding to help them all get to the same standard. Gwent is a more diverse regional area than others due to having five Local Authorities within the Health Board Region to form the Regional Partnership.

- A Member enquired about turnover / retention of staff and asked whether the partnership worked with ex-servicemen.

The Strategic Director advised that the turnover varied in different areas, and in the staff working specifically to support the Regional Partnership Board turnover was low. The turnover within social care in Newport was slowing down, as was turnover of staff in Children's Social Services. Adult Social Services were experiencing slower turnover than it had been, so it was not causing Newport any difficulties. Beyond Council services, turnover of staff in Domestic Care across the region was faster, but it was difficult to recruit in the first place.

The Regional Officer then advised the Committee that the partners had developed a storybook for schools with the ethos to help people get into employment in social care. Coleg Gwent had advised that 70% of pupils did not pursue a career. The book suggests that carers and nurses are superheroes and is part of planning how recruitment to health and social care careers needs to look in the future and ex-servicemen is very much linked into this.

The Strategic Director advised that he attended a mental health board meeting, which held a presentation about armed forces, the support they need and how services across the region should work together to support. While there was a lot to be done, there was a focus on this.

- A Member asked whether the My Mate initiative could be included in the regional partnership work.

The Regional Officer advised that this would be fed back to the Mental Health Partnership and advised that the presentation shown was very powerful and promoted self-worth and employment, as its number one priority.

- A Member asked given the partnership relationship had matured and improved, what were are the challenges going forward.

The Regional Officer advised there were a number of challenges, which included the mental health of younger people and an ageing and increasing population. The Regional Partnership would highlight what can be done to look after people.

The Strategic Director advised that the partnership had been delivering services and functions with Integrated Care Fund funding to areas identified nationally or by the Partnership. There was Potential for impact and change by joint working opportunities e.g. Ringland Hub. People would become more aware and want services faster in the future. The need for prioritisation would become more important and would be challenging in the coming years.

The Chair thanked the Invitees for attending.

Conclusions

The Committee noted the Regional Partnership Board Annual Report 2018-19 and **agreed** to forward the Minute to the Regional Partnership Board and the Cabinet Member as a summary of the issues raised and in particular, the following comments:

- The Committee acknowledged that Welsh government had not required an Action Plan to be included in the statutory report provided, however concluded that without the data and information referred to by Officers from Action Plans and Dashboards used in their reports to the Partnership Board in their verbal responses to Members questions, it would have been difficult to establish the level of overall progress being made.
- The Committee recognised the challenge and the priorities across the region and welcomed the professional and mature relationship developing between partners and the balancing of best interest and benefits of joint working being embraced and taken forward e.g. the Hub. There appeared to be a maturity of collectiveness moving forward with an expectation of mutual trust and respect among partners, which the Committee welcomed.

4 Scrutiny Adviser Reports

Attendee:

- Meryl Lawrence (Scrutiny Adviser)

a) Forward Work Programme Update

The Scrutiny Adviser presented the Forward Work Programme, and advised the Committee of the topics scheduled for the next two Committee meetings, as follows:

Wednesday 9 October 2019:

- Regional Transformation Grant
- Integrated Care Fund Capital and Revenue Projects
- Shared Resource Services Updated Action Plan

Wednesday 4 December 2019:

- National and Regional Adoption Service
- Update upon Developing Regional Fostering Arrangements

She also advised upon the list of Briefings the Committee had requested, including Overviews of partnership arrangements of Newport LIVE, Norse and Wastesavers, including a site visit to Wastesavers.

The Committee requested that a potential date be explored during the weeks beginning 16th and 23rd September at Wastesavers.

b) Action Sheet

The Scrutiny Adviser advised the Committee that as the previous Committee meeting was only held on 26 June 2019, the Minutes and Action Sheet would be reported to the next Committee Meeting.

c) Information Reports

The Scrutiny Adviser informed the Committee that there were no Information reports to bring to the Committee's attention.

d) Scrutiny Letters

The Scrutiny Adviser informed the Committee that there were no Scrutiny letters to report to the Committee.

The meeting terminated at 7.20 pm

Scrutiny Report

Performance Scrutiny Committee - Partnerships

Part 1

Date: 9 October 2019

Subject Shared Resource Service

Author Scrutiny Adviser

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	Head of People and Business Change
Mark Bleazard	Digital Services Manager
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 progress to date particularly on delivering the Investment Objectives and their current status.
2. Determine if it wishes to make any comments to the Shared Resource Service.
3. Determine the timescale for next monitoring this partnership in its Work Programme.

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 & Business Change 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 & Business Change 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.)

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

- 2.2 At its meeting on 26 July 2017, this Committee requested briefings on all of the partnerships within the remit of the Committee, to enable Members to have an understanding of the partnerships prior to any scrutiny being undertaken. Subsequently this Committee received a briefing upon the Shared Resource Services at its meeting on 4 October 2017. **(A link to the Performance Scrutiny Committee – Partnerships held on 4 October 2017 Report and Minute is included in the Background Papers in Section 7 of this report.)**
- 2.3 At its meeting on 25 April 2018, this Committee considered an Update on the Shared Resource Service's service delivery at the end of the first year and made the following conclusions:

The Committee **agreed** that:

- Overall clearly there was more work to be done, but that while the explanations and reasons provided by Officers verbally had not been included and evidenced in the report, the additional verbal information provided at the meeting in answer to Members' questions and supplementary to the report had reassured the Committee and provided confidence.
- The Performance data needed to include more detail, comparable data and clear actions on outstanding objectives in future reports.
- While it had concerns over the missed dates it accepted the reasons provided by Officers. The Investment Objective deadlines need to be reviewed and updated for inclusion in the next report to Committee, particularly for those investment objectives which had not been met within the original timescales and which had passed.
- The Committee to receive a more detailed updated monitoring report upon the SRS in 12months, to be included in the Committee's draft Annual Forward Work Programme.
- There should be wider evaluation of engagement through other mechanisms, due to concerns regarding the very low response rate to customer satisfaction.
- The Committee wanted it to be noted that there had been a lack of appetite for other Local Authorities to engage in the Shared Resource Service (SRS) since the Welsh Government Green Paper: *Strengthening Local Government* had been published and this was a risk to the SRS moving forward.
(A link to the Performance Scrutiny Committee – Partnerships held on 25 April 2018 Report and Minute is included in the Background Papers in Section 7 of this report.)

- 2.4 At its meeting on 3 April 2019, this Committee considered an Update on the Shared Resource Service's service delivery at the end of the second year first year and made the following conclusions:

The Committee noted the Shared Resource Service Update and agreed to forward the Minutes to the Shared Resource Service as a summary of the issues raised.

The Committee wished to make the following comments to the Shared Resource Service:

1. The Head of People and Business Change will provide an updated report to the Committee for information.
2. The Committee recommended that the Investment Objectives were made clearer and their relevance to other Investment Objectives is highlighted.
3. The Committee recommended that the SRS included Education Digital Leaders either on their different boards or as an agenda item, the aim of this is to improve the service for schools and education providers.
4. The Committee requested a timeline to be provided for SRS developing the Education Infrastructure.
5. The Committee requested that SRS provide an action plan for how they aim to achieve each of the Investment Objective and present back to the Committee in 6 months' time. The Committee were concerned that the finances of SRS were not reported adequately back to Members and that this be included all updates to the Committee.

(A link to the Performance Scrutiny Committee – Partnerships held on 3 April 2019 Report and Minute is included in the Background Papers in Section 7 of this report.)

- 2.5 The Committee also approved its Forward Work Programme on 26 June 2019 to include an Update report and Action Plan upon the Shared Resource Service in its October Committee. ***(A link to the Performance Scrutiny Committee – Partnerships held on 26 June 2019 Report and Minute is included in the Background Papers in Section 7 of this report.)***
- 2.6 **The Committee is asked to consider the update on the Shared Resource Service which includes information requested by the Committee upon Finance, the Education ICT Timeline and progress towards Investment Objectives and their current status, in Appendix A and evaluate progress to date.**

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 report upon the SRS's progress to date particularly on delivering the Investment Objectives and their current status.
- Assess and make comment on:
 - The progress being made by the SRS in delivering the investment objectives identified as being more important than others, namely: **1; 2; 3; 4; 8 and 11;**
 - The extent to which investment objectives that remain outstanding are being addressed and any risks mitigated;
 - Whether there are any barriers to delivering the investment objectives.
- 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 delivery of the Investment Objectives 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?

4.2 Suggested Lines of Enquiry

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 in delivering the Investment Objectives at this stage?
- What is planned to progress investment objectives that are outstanding at this stage?
- What barriers are there to delivering the investment objectives?
- For those objectives not met within timescales, what mitigations are in place to enable the SRS to complete them and within what timescales?

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?

4.3 Wellbeing of Future Generations (Wales) Act

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>Long-term</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 delivery of the Investment Objectives?
	How will changes in long term needs impact upon the delivery of the Investment Objectives in the future?
<p>Prevention</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>Integration</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 Investment Objectives impact upon the services of other public bodies and their objectives?
<p>Collaboration</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 Investment Objectives?
	How is the Partnership using knowledge / information / good practice of others to inform / influence delivery of the Investment Objectives?
	How effectively the Shared Resource Service partnership arrangement is working?
	Are there examples of good practice of collaborative working?
<p>Involvement</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 Improvement Objectives?
	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

- Newport City Council’s Corporate Plan and Wellbeing Objectives:

Well-being Objectives	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
Corporate Plan Commitments	Thriving City	Aspirational People		Resilient Communities
Supporting Function	Modernised Council			

7. Background Papers

- Cabinet [14 March 2016 Report \(Item 13 refers\) and Minutes](#).
- Performance Scrutiny Committee – Partnerships [26 June 2019 Report \(Item 6 refers\)](#) and the draft Minutes are included for approval as Item 3 of this Agenda
- Performance Scrutiny Committee – Partnerships [3 April 2019 Report \(Item 5 refers\) and Minutes](#)
- Performance Scrutiny Committee – Partnerships - [25 April 2018 Report \(Item 5 refers\) and Minutes](#)
- Performance Scrutiny Committee – Partnerships - [4 October 2017 Report \(Item 6 refers\) 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 Generations \(Wales\) Act](#)
- [Corporate Plan 2017-22](#)

Report completed: 2 October 2019

Scrutiny Update

1. Area Affected

1.1 City wide for Newport City Council.

2. Purpose of Report

2.1 To provide the Newport Performance – Partnerships Scrutiny panel with an update on three key areas:

- Financial Arrangements (section 4)
- Education Timeline (section 5)
- The Council's eleven investment objectives on joining the SRS (section 6)

3. Background

3.1 The Shared Resource Service (SRS) is a collaborative IT Service comprising Gwent Police, Torfaen County Borough Council, Monmouthshire County Council, Blaenau Gwent County Borough Council and Newport City Council (NCC). Following recommendations by Community Development and Development Scrutiny Committee, in March 2016 Cabinet was asked to:

- agree the preferred option for NCC to establish a collaborative public sector partnership with the SRS.
- delegate authority to the Head of People & Business Change 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 & Business Change 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.



Cabinet agreed to these proposals on 14th March 2016. 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.

The service has been part of this partnership for approximately 30 months. A report was presented to Partnerships Scrutiny Committee in April 2018 and 2019. Following feedback from the Committee, the structure and content of this report has been amended accordingly.

4. The Financial Arrangements and the 19-20 Budget

4.1 The SRS has its budget approved on an annual basis by the Finance and Governance board which includes Section 151 representatives from all five partner organisations, including Newport.

Newport’s budget for 2019-20 is shown below, along with the budgets associated with 18/19. However, the SRS were required to deliver savings to assist in returning the budget to a flat position, which are documented in section 4.5.

NCC Budget Summary 2019-20

Account Description	18/19	19/20	20/21	21/22
	20250 Newport			
A001 Salaries	1,849,321	2,003,148	2,023,179	2,043,411
A002 Salaries Overtime	20,000	20,000	20,200	20,402
A067 Call out and Standby Allowance	13,250	13,250	13,250	13,250
D001 Equipment	100,000	100,000	100,000	100,000
D120 Hardware Rental/ Maintenance.	37,019	0	0	0
D121 Software Maintenance	770,161	1,034,818	1,097,694	1,097,694
D302 Voice Network - Private Circuits	0	487,720	487,720	487,720
D318 PSBA	658,381	170,661	170,661	170,661
G201 Rack Rental Recharge	0	5,561	5,561	5,561
G204 Shared Costs Apportionment	39,561	140,262	140,262	140,262
Support Service Costs	31,335	23,400	23,634	23,870
S090 Fee Income	(414,470)	(374,883)	(374,883)	(374,883)
GRAND TOTAL	3,104,558	3,623,936	3,707,278	3,727,949



4.2 The Financial Breakdown

The categories in the financial breakdown above can be broken down in greater detail for the purposes of scrutiny. A description of each category is shown below with further detail in the following sections.

- A001 and A002 relate to the staff that transferred to the SRS from Newport. The increase between the years is related to the annual pay award, pension increases and the recent national pay increase in 2019.
- A067 relates to the on-call rota that operates across all the organisations. Each organisation contributes the same amount and the SRS provides support out of hours for an agreed set of systems.
- D001 is historically a budget set aside for the purpose of equipment for equipment for schools. It is important to note this has now been returned as part of a request for savings in Newport in addition to the SRS agreed, cross organisation savings options.
- D120 Hardware Maintenance. This relates to the pre-existing hardware contracts that Newport have in place for a small amount of maintenance.
- D121 Software Maintenance. This relates to all contracts for licensing that the SRS pays on Newport's behalf. Section 4.3 has a breakdown of costs relating to the £1,034,817.81 spend in this category. The increase in costs are primarily as a result of the Microsoft licensing although Office 365 offers a large number of benefits as a result.
- D302 shows the cost for the hosted voice contract that Newport has with Unify / ATOS for all voice services in Newport and BT lines.
- D318 shows the PSBA (public sector broadband) cost of Newport's network connecting all corporate and Education sites. The summary list of sites and their cost is shown at section 4.4 for scrutiny to review and query where necessary the £170,661 spend.
- G201 is the cost for the Disaster Recovery rack that Newport have in Blaenavon.
- G204 is the shared costs across all partners in the SRS. It includes many items such as training, health and safety equipment, cleaning contracts, refuse collection, vehicle leases, diesel, travel claims, professional fees and mobile phone charges as examples.



- The support service costs category relates to the charges to all partners that they contribute to Torfaen to fund the support services such as the cost to host SRS employees in Torfaen, the section 151 support, audit support and so on. This was awarded to Torfaen by the partnership Strategic Board after a process in 2018.

D121 Software Maintenance Key areas

4.3

Of the circa £1M spend, £520k of that is allocated to the Microsoft Enterprise Agreement. This covers the entire estate for Office 365 and all other Microsoft products that Newport use. This is an increase from previous years as very different services are being consumed.

The remaining £510k is split across 48 other contracts on systems and services. This £510k can broadly be split into two further areas. They are (i) services to provide a secure environment and (ii) services to support applications.

There are 12 contracts in place to provide secure working environments which represents half of this spend, approximately £250k. They cover support for items such as the Newport's Netmotion systems, the Council Firewalls, the protection of your end point devices and so on.

The remaining 36 contracts representing the other £260k, spend covers systems such as network support and smaller software maintenance agreements etc.

PSBA Finances Breakdown

4.4

The PSBA is a Welsh national network provision that the SRS is very proud to be part of. It enables Public Sector connectivity from any site across Wales.

The locations and the costs of running the Newport network are broken down in per site granular detail on a quarterly basis from BT who are the underlying provider of the PSBA network. There are typically around 90 to 100 sites funded by Newport on an annual basis which covers all corporate and Education sites.

Site network speeds range from 10Mb, to 100Mb to 1Gb and cost around £300 a year, to £2,500 a year to over £16k per year respectively. The majority of Newport sites are 100Mb and around the £2,500 a year cost.



4.5 The savings options required

In October 2018, the partner organisations gave the SRS a savings target and asked that we provide options for review. The SRS provided several options and the Finance and Governance Board requested that we take the below actions to reduce the overall cost of the SRS. The savings are whole SRS and reduce the cost of each organisation in differing amounts.

Option	Description	Risks	Saving	Ongoing Saving
Top of Scale and Pension difference after funding EA posts	The SRS currently charge partners based on top of scale and assumed in the pension scheme. This generates a £288k difference between the funding and the requirement for 2019-20.	Financial risk if staff who are not currently in the pension scheme decide to opt in, also if new appointments are not on the lowest point of the scale.	£30k	This is a one off saving, no future savings are anticipated as staff move through the pay scales.
Applying a procurement fee to all non-standard items.	An average of £1.5m of non-standard items are procured through the SRS. From April 2019 we will apply a 3% charge on all items.	Customer will not see the purchase price as value for money and decide to purchase elsewhere. Adverse impact on reputation.	£40k	Continue to apply an uplift to purchases, review percentage year on year. (potential for additional savings)
Vehicle leasing / hire costs	The SRS currently pays a higher level of cost due to the finances sitting in one	None.	£40k	Review reduction achieved and continue to implement.



	organisation and the cheaper vehicle option sitting in another. When the support services agreement is switched on April 1 st the SRS can access cheaper vehicles.			
Premises related saving	The SRS currently has estate in Blaenavon and Newport.	The SRS should be able to deliver services from anywhere except for the data centre. This should be little risk.	£24k	Review reduction achieved and continue to implement.
Applying a 2% Vacancy Factor	<p>Previously the SRS has been running at around 3-4% vacancy rate as recruiting staff has been challenging.</p> <p>Throughout 19-20 we will be reviewing and embedding new processes to ensure more reactive recruitment of staff to support service delivery.</p>	<p>Effective recruitment drive that substantially reduces the previous vacancy rate, may result in this savings not being achieved.</p> <p>Increases the potential for services not being delivered to partners due to lack of resources, ie. not being to deliver the SLA effectively.</p>	£181k	Continue to apply a percentage vacancy factor that is feasible based on staff turnover.



	The vacancy savings have previously been used to support services through overtime options and short term agency contracts.	Achieving this saving reduces the flexibility for implementing short term measures to deliver services when vacancies arise, adding additional pressure for current staff.		
Overtime Review (25% reduction)	To enforce a savings target of 25% on the current overtime budget to Service Managers requiring a greater level of downtime in business hours.		£28k	This saving is recurring.
Equipment reduction	The SRS funds its own equipment replacement program on a refresh cycle of four years.	Adding an additional year to the refresh frequency will mean that the SRS are supporting the partners on older equipment than they themselves have.	£5k	This saving is recurring.
Training budget reduction	The SRS currently has a CPD programme in place to deliver the training	Training and development helps the SRS understand what the potential technologies are	£20k	This saving is recurring.



	required to support the SLA and deliver projects.	out there to train staff to be competent to deliver the SLA. Reducing the training will mean that staff will take longer to become competent and we will rely on less people be exposed to new technologies		
VR process	The SRS has started a VR exercise and there is a high level of interest.	Based on what comes forward we will need to review what the structure could look like to deliver services when we know who has come forward.	Unknown but targeting £100k	Unknown currently.

4.6 The savings delivered to Newport as a result of this

The SRS savings delivered to Newport as a result of these savings options are just under £115k.

In addition to these savings, Newport required savings in relation their Education provision due to the SLA income not balancing against the cost of the service. The SRS has also delivered savings in the region of £300k to support Newport in being able to balance the costs of the service. This means that there is a reduced level of staffing in the Education team, a removed equipment budget and a true representation of costs being transferred to schools that represents the Service Level Agreement.

4.7 Newport reserves

Each year the SRS may or may not generate an underspend in relation to a specific partner. Over two years the SRS has generated a Newport specific reserve fund of £157k in addition to £80k which was returned directly to Newport.



The whole £237k has already, or will be returned to Newport, at Newport's request to contribute to the overall Newport savings targets. This will leave no Newport reserve in the SRS.

5. Education Timeline

5.1 During the last scrutiny meeting the SRS committed to driving a wider engagement with the schools via a strategy group. The purpose of the group as described in the new terms of reference is:

“The role of the Education ICT Strategy Group is to oversee, prioritise and monitor the delivery and investment in ICT in schools. In addition to this, the Shared Resource Service (SRS) provides ICT services to many schools in Newport and this group will have the additional responsibility of monitoring the Service Level Agreement and defining future service levels and requirements.”

The scope of the group has been agreed to cover the following:

- Ensure the investment made by the Education Department or funding via Welsh Government bodies is maximised across all schools.
- Assess the overall priorities and investment requirements of Education ICT projects and programmes of work, make recommendations on prioritisation and communicate back to Head Teachers via NAPHs, Secondary Heads meeting and Head Teacher forums.
- Assess the current ICT provision and support service to schools and enhance the service delivery model for future provision.
- Ensure a coherent and coordinated approach to the development, deployment and support of ICT services to schools.
- Ensure the Local Authority supports schools in developing their ICT strategies in line with National standards.
- Identify opportunities to innovate and develop ICT solutions to support school's curriculum delivery and share best practice.

At the initial meeting on July 10th the Terms of Reference document was agreed. There was a low attendance at the first meeting and the SRS needs help to bring the Headteachers together into this forum to enable the relationship to grow.



The first meeting was attended by:

Sarah Morgan (Chief Education Officer)
Karyn Keane (Assistant Head of Education)
Dominic Gibbons (NCC,Digital)
Cath Barnard (SRS)
Steve Jeynes (SRS)
Luke Mansfield (Deputy Head of St Julian's Primary)
Abbey Vowles (Ysgol Bryn Derw)

5.2 At this meeting the SRS introduced two key areas for discussion with the two Headteacher representatives, the first was the new Welsh Government initiative and the second the SRS recommendation for a migration to the centralised EDU infrastructure.

5.3 The following update was given on the Welsh Government Funding:

- There is £105 million available for schools across Wales over a four-year period, Newport may receive £2.3 million of that in year one.
- The funding will be given in 'waves' (£50 million across Wales this year, £30 million year 2, £15 million year 3 and £10 in year 4).
- LA's will determine how their allocation will be spent but must be used to support infrastructure, wireless connectivity and HWB. All spend must be sustainable.
- Newport City Council cannot guarantee sustainability of spend, therefore the individual schools would be required to ensure necessary upgrades and maintenance was carried out in the future.
- WG require each LA to send a baseline assessment of their schools ICT infrastructure capacity. This will be carried out by SRS and has to be submitted by October 31st 2019.
- The group requested further information on how the 'baseline assessment' would be completed (prior knowledge / school inventories/ school site visits).



5.4 SRS centralised infrastructure

- Newport is the last LA in the SRS partnership to migrate over to EDU education infrastructure. WG funding can be used for migration, which is positive.
- Glan Lyn and Jubilee Park Primaries have opened on the new EDU infrastructure.
- Bassaleg School will be the first to migrate (since the meeting Bassaleg has migrated).
- Luke Mansfield (representing schools) and Sarah Morgan, representing Newport City Council, requested a timeline for all schools to be migrated and information on how schools would be prioritised.

The requests above, in the final bullet point, and the request from Scrutiny at the last meeting are very similar. Both ask for a timeline around getting schools off the old infrastructure and get them ready for the future. This is a reasonable request which would also support SRS objectives.

5.5 The effort required to migrate

The SRS has already migrated three Authorities schools across to the centralised infrastructure and in our experience the length of time to migrate a school is based on size. The sizing is shown below and covers the schools currently in SLA in Newport and puts them into bands by size for migration estimates:

<u>School size</u>	<u>Number</u>	<u>Per Week</u>
Small 0-199	11	2 per week + 1 week mop up
Med 200-399	19	1 per week + 1 week mop up
Large 400-799	11	2 Weeks + 1 week mop
Secondary 800+	2	Summer Holiday + 2 week mop up

5.6 The cost to migrate

The cost to migrate the schools to the centralised infrastructure are shown below and covers all schools currently in the SLA. The item on



the left hand side is then shown as a one off cost (equipment), as one off a implementation cost (a person resource) or a revenue cost (the ongoing people resources required to maintain the schools provision).

Item	Qty	One-Off	Implement	Revenue
PSBA				£0.00
PSBA VRF's	45	£9,000.00		£0.00
Current Internet (500mb)				
Future Internet (+500mb)				£12,500.00
Core Network Contribution				
Wireless Controller Contribution				
Cabling		£10,000.00		£0.00
Cabinets				£0.00
Access Points (AP)				£0.00
AP Licenses				£0.00
Web Filtering				£28,810.00
OVS Agreement				£0.00
IP Services Router	33	£16,500.00		
RDS Licensing	500	£10,275.00		£0.00
PinSafe	500	£10,000.00		£0.00
SQL Licensing	12	£15,316.92		£2,151.36
Licensing Other e.g. VmWare				£4,308.64
SRS SAN Contribution		£0.00		
Infrastructure Costs Server		£38,713.00		
Infrastructure Costs Network		£10,000.00		
SRS Refresh				£40,000.00
SRS Core Costs				£32,693.00



				0
SCCM Deployment Server	10	6000		
Grade 8 Project Officer 18mth	1		£71,908.50	
Grade 6 Desktop Analyst 18mth	1		£52,648.50	
Grade 7 Sharepoint/Server 18mth	1		£61,173.00	
Grade 7 Infrastructure Analyst	1			£40,782.00
Grade 6 Infrastructure Analyst	1			£35,799.00
SLA Desktop Team Leader G7	1			£40,782.00
SLA Support Analysts G6	5			£178,995.00
Grade 9 TCM	1			£0.00
Service Manager	0.5			£31,000.00
TOTAL		£125,804.92		
IMPLEMENTATION			£185,730.00	
REVENUE				£447,821.00

5.8 It is critical to note that the costs above are based on the 43 schools currently in SLA, remaining in the SLA and buying into the migration together. The SRS' experience currently is that Newport schools are disparate in terms of seeking a shared solution. This is the default position in the other three Authorities schools we serve.



- 5.9 The above also shows that the SRS knows both the length of time to implement and the costs to implement. As agreement has not been reached as to the funding for this work, it is not possible to indicate a start date at this time. The SRS has no additional resource that it can apply at no cost to this work and the project team and the equipment specified in section 5.6 are critical to the success of the project. Without the funding in place the SRS are unable to provide any certainty around timing.
- 5.10 There is a possible opportunity, with the Welsh Government announcement regarding the funding being made available to the Council. This funding can be used to upgrade infrastructure and connectivity for schools and we are seeking advice to see if we are able to align migrations to those funding pots.
- 5.11 We can draw down 15% of that £2.3M and use that for implementation resources. However, the non SLA schools are also able to utilise this funding so it is not as straight forward as using it for SLA school migrations.

Our experiences in other Authorities are between 12 and 18 months to migrate from start to finish which differs in relation to school sizes and the state of the current infrastructure.

- 5.12 Based on this the SRS feels that with the resources costed in section 5.6 and the per school time estimates in section 5.5, that the start to finish timeline for the 43 schools would be between 18-24 months. This timeline cannot start until the funding is made available.



6.1 Investment Objectives

6.1 The Council identified eleven investment objectives when the business case for the Shared Resource Service (SRS) was developed. The original dates are included however they were based on an earlier transfer date which was delayed until 01/04/2017.

Certain investment objectives were identified as being more important than others. These are investment objectives 1, 2, 3, 4, 8 and 11.

For the purposes of this update investment objectives 2 + 8, plus 5 + 9 have been grouped together. This is because of the interdependencies between the objectives.

6.2	Investment objective 1: to reduce the future need for ICT to draw on the capital programme, establishing a ceiling for future budget planning (less costly, value for money, providing the best deal for Newport)	
	In the 19/20 budget settlement the SRS was tasked with generating savings of £568,000 across all its partners, this was largely achieved by voluntary redundancies and redesigning the way we work in some service areas. Of the £568,000, £115,000 was attributed to Newport. The Finance and Governance Board have agreed the initial Medium Term Finance Plan, this supports future budget planning for the SRS and the impact on the partner contributions for both revenue and capital investments. Newport currently hold £156,000 in reserves within the SRS, which will assist in supporting the future ICT strategy for Newport as it has been allocated to fund the increased cost of the Microsoft agreement by Newport. The SRS has also worked closely with Newport to reduce the education costs in line with the Schools SLA income. Also, to move Newport schools into the Education infrastructure which will provide resilience, improvement to systems and reduced costs in the future as per the business case and the original investment objective.	Original Date: 30.06.16 Status: This objective has been embedded into business as usual.



Work is also concluding on the future of cloud services for all partners. The current view is that subscription based Microsoft cloud services will replace the current capital replacement program costs. If the partners were to approve a move to cloud services, this means that the revenue budget will increase but it will be offset by a greatly reduced need on capital budgets. This in turn provides certainty of a budget ceiling that requires little capital investment and therefore a budget that can be more effectively planned. The paper relating to this area is going to the SRS Strategic Board on October 15th (where Newport is represented),

6.3	<p>Investment objective 2:</p> <p>to provide a satisfactory disaster recovery and business continuity solution for the operation of ICT infrastructure and application systems software (resilient, more responsive)</p> <p>Investment objective 8:</p> <p>to provide for appropriate data replication on agreed applications system software and associated data (resilient, continuously improving)</p>	
	<p>Disaster Recovery Phase 1 was fully delivered in March 2019. This was the move from tape replication and offsite storage to disk to disk replication. This phase allows the recovery of files at Blaenavon, should there be a loss of connectivity at Newport.</p> <p>All files are now replicated from the SAN in Newport, via a dedicated 1Gb DR line to the corresponding SAN located in the SRS data centre in Blaenavon.</p>	<p>Original Date:</p> <p>Investment Objective 2 31.03.17</p> <p>Investment Objective 8 30.09.18</p>
	<p>Disaster Recovery Phase 2 is a separate project and is concerned with the replication of servers between Newport and Blaenavon. This will allow the restoration and operation of application servers at Blaenavon if Newport is unavailable. As part of phase 1 and in readiness for phase 2, 6 Dell hosts have been installed in Blaenavon to host the server snapshots. As part of the work undertaken by SRS Education to move</p>	<p>Status:</p> <p>Investment Objective 2 Scoping prioritised to commence October 2019. Delivery subject</p>



<p>schools to the EDU network, schools are moving off the corporate Tivoli equipment onto ArcServe which will help to free up space that can be utilised in phase 2.</p> <p>Newport currently have a large programme of work to deliver and Disaster Recovery Phase 2 has been prioritised for scoping in October 2019 (priorities set by Newport). Full scoping will determine the work breakdown, risks and timescales.</p> <p>The SRS Business Continuity Management roles have now been filled. The Business Continuity Manager started on 1st July and the Analyst on 1st August. They have commenced a 3 year programme of work to develop, deliver and test a full business continuity plan to accepted standards and guidelines.</p> <p>The due dates within the entire BCM audit have been revised to reflect the start date of the Business Continuity Manager and the delay in approval of funding. The F&G Board have been provided this update at each meeting and agreed the position. The responsibilities of this role include the delivery of Business Continuity Plans to dovetail in to all partners plan as well as the generation of Business Impact Assessments (BIA). BIA's are critical for the SRS to understand recovery priorities if the plans are invoked, for example, they help us understand the reliance that NCC has on external contracts and for SRS to outline the risks. A good example would be the Norse air conditioning contract for the computer rooms in Civic Centre, Newport, the maintenance and upkeep of the aircon system has a direct influence on the running of the IT provision for Newport. In the event of a failure the SRS rely on Norse for aircon repair, however this is a SLA between Newport and Norse and therefore Newport's contract so outside of SRS control.</p> <p>Phase 3 – Business Continuity will be scoped when phase 2 is completed.</p>	<p>to NCC prioritisation once scoping complete.</p> <p>Investment Objective 8 Complete</p>
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<p>6.4</p>	<p>Investment objective 3:</p> <p>to ensure that enough skilled resource is available for front line service delivery (sustainability)</p>
<p>The SRS has approximately 220 staff working across all the service areas and organisations. Significant progress has been made in development of these staff to ensure the flexing of appropriate resources across all partners to share knowledge and experience.</p> <p>There are still many different systems in operation by the SRS partners which affects the rate at which cross skilling can progress.</p> <p>Below is an example of the level of change across the staff that used to be employed by Newport, there were 32 named staff on original transfer, and this is the current numbers as from August 2019;</p> <p>Of those 32:</p> <ul style="list-style-type: none"> • 15 Have new roles within the SRS (10 of those are cross skilled and working across SRS Partners) • 7 have left and have been replaced by SRS staff • 6 are in the same role • 3 were already SRS staff loaned to Newport • 1 are TUPE and cannot be changed <p>This equates to 18% of the staff are in the same role as they were pre transfer. This is an improvement of 10% since the last scrutiny meeting on the 3rd April 2019. This is a positive position for cross skilling with 75% of staff who have taken on new roles being capable of supporting cross partner delivery. With cross skilling comes the benefits of increased knowledge sharing, resilience and problem solving capability which positively impacts SLA percentages for all partners.</p> <p>To support the first line call resolution SLA (FCR) and to ensure that colleagues answering the phones on the frontline service are equipped to manage all partners we have 78% of all service desk colleagues cross skilled. 11 out of the 14 can pick up any support call</p>	<p>Original Date: 30.09.16</p> <p>Status: This objective has been embedded into business as usual.</p>



<p>from any partner, and the 3 remaining are new starters to the service and have come into the organisation from an external recruitment drive.</p> <p>The on-call service successfully launched in October 2018 and a process of finetuning is underway with Business Continuity colleagues from Newport and the SRS. With a full complement of SRS Business Continuity colleagues now in place we will endeavour to streamline the service by reviewing and improving the on call process and ensuring that relevant contracts sit behind key systems to ensure we can deliver to agreed SLA's.</p>	
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6.5	<p>Investment objective 4:</p> <p>to deliver an ICT service at the infrastructure level which achieves the agreed levels of performance over a 12 month rolling period (resilience and quality of service): outage numbers; outage durations; infrastructure service availability by function: (data Centre; network; voice; agreed application systems software)</p>	
	<p>There are several risks associated with the current infrastructure in Newport, as there are with all partners. The SRS has undergone a process of identifying the “fragile” items in Newport with a view to feeding the output into the capital refresh programme. The output of this work is currently being worked through and the SRS are making improvements where it can for no cost or minimal resource.</p> <p>This is being highlighted through the work being completed with the capital refresh programme and reported to the Delivery Group in the form of a plan of equipment needed to buy each year for the next five years.</p> <p>In addition to this several steps have already been taken to improve the underlying stability of the infrastructure. Since the April 2019 update, we have:</p> <ul style="list-style-type: none"> • through the running of Cisco Smart Collector across the authority’s infrastructure, we have been able to create a capital refresh for the coming 3 	<p>Original Date: 30.09.17</p> <p>Status: Various dates and will be monitored through the Delivery Group jointly by NCC and SRS</p>



years that looks at the replacement and renewal of support across the network estate and infrastructure in order to ensure the network infrastructure is kept as stable as possible. This also works towards PSN compliance across the piece.

- we have removed one of the older Core Switches from the network infrastructure and have migrated to an already available NEXUS Core switch, moving vLans across to the new device. This again gives us a return on effort and provides NCC with a more stable and resilient infrastructure to build upon in the future, especially with the planned rollout of the capital refresh plan.
- deployed GovWifi and Gov Roam across the authority allowing public and secure access for the Public and for all Newport staff. Newport has been identified by the PSBA as one of the five highest “roaming” Authorities in Wales which shows that the work of the SRS is of value and delivering an agile workforce for Newport.
- we are planning to move from current VMWare infrastructure over to HyperV virtualisation taking advantage of current Microsoft Licensing agreements and removing costs on VMWare licensing.
- a paper to provide a position on the future of Data Hall migration out of the current data halls in Newport. This going to the Strategic Board on October 15th for a decision.
- the continuation of Disaster Recovery planning and deployment to an alternative Data Centre.



<p>6.6</p>	<p>Investment objective 5: to reduce duplication of effort and move to commodity platforms including email (continuous improvement, less costly)</p> <p>Investment objective 9: to move to an ICT usage consumption model (sustainability) considering cloud based delivery (continuously improving)</p> <p>The migration of all partners to Office 365 demonstrates the progress made. The Office 365 migration is a key enabler of service transformation moving forward.</p> <p>Newport have migrated over to use Skype services and Email services from within the OneWales cloud environment and other critical, foundational infrastructure services have already been moved. These objectives are designed to move to standardised systems and delivery methods across SRS partners and is driven by the Business and Collaboration Board. In support of the SRS strategic aims, as agreed at the Strategic Board:</p> <table border="1" data-bbox="341 1155 1059 1816"> <thead> <tr> <th>Aim No.</th> <th>Description</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Deliver effective ICT services from a single combined unit and operate as one SRS.</td> </tr> <tr> <td>2</td> <td>Improve services to provide a solid foundation upon which partner organisations can operate.</td> </tr> <tr> <td>3</td> <td>Ensure the investment in technology is focused on delivery of the corporate priorities of the partner organisations.</td> </tr> <tr> <td>4</td> <td>Develop a capable, professional workforce that can meet the challenges within technology over the coming years.</td> </tr> <tr> <td>5</td> <td>Provide a collaborative platform for public sector organisations to share common ground.</td> </tr> </tbody> </table>	Aim No.	Description	1	Deliver effective ICT services from a single combined unit and operate as one SRS.	2	Improve services to provide a solid foundation upon which partner organisations can operate.	3	Ensure the investment in technology is focused on delivery of the corporate priorities of the partner organisations.	4	Develop a capable, professional workforce that can meet the challenges within technology over the coming years.	5	Provide a collaborative platform for public sector organisations to share common ground.	<p>Original Date: Investment Objective 5 30.09.17</p> <p>Investment Objective 9 30.03.20</p> <p>Status: Investment Objective 5 Complete Investment Objective 9 30.03.20</p>
Aim No.	Description													
1	Deliver effective ICT services from a single combined unit and operate as one SRS.													
2	Improve services to provide a solid foundation upon which partner organisations can operate.													
3	Ensure the investment in technology is focused on delivery of the corporate priorities of the partner organisations.													
4	Develop a capable, professional workforce that can meet the challenges within technology over the coming years.													
5	Provide a collaborative platform for public sector organisations to share common ground.													



A platform approach has been agreed by the Strategic Board is called OneWales. The platform offers collaborative opportunities that have not been available to our partner organisations in the past. The platform as a project and standard set of services, is owned by the SRS. Each partner's process of migrating into the platform will be an individual organisation project tailored to the needs of each partner.

Office 365 (Mail / Skype)

The move to Office 365 for e-mail and other systems has been complete and gives as well as providing both email and Skype, the technology gives Newport a secure platform for the use of corporate mobile devices, and the ability to enable Newport colleagues to communicate with the other SRS partners through the use of a single "OneWales" tenant. With the adoption of Office 365 Newport gains access to the other Microsoft products within the product suite such as but not limited to;

- Delve – Document discovery
- Planner – Project Management
- Sway – Presentation tool
- Power Bi – for business intelligence

PSBA GovRoam

This is the ability to securely connect to your organisations systems and services from any public sector location enabling Newport staff to work from anywhere, securely. This has been rolled out in all the SRS Local Authority partners enabling greater ability to agile work across partnerships.

Gov Wifi

This is a project to implement secure guest wifi for any visitor to the Council without the need to generate unique accounts or be provided with a password. It is a nationally provided, UK Government wifi scheme which is currently live in all SRS Local Authority partners.

Telephony Solution (Hardware)

The current telephony solution is mix of on premise and hosted across the SRS partners.

Newport currently use a hosted provision which was a Welsh Government initiative.



The SRS are currently working on a proposal for an all partners telephony solution through the Business and Collaboration board. The current thinking is that the SRS want to get as much value out of the Office 365 license as possible and we will be investigating the use of TEAMS for all telephony.

Telephony Solution (Call Plans)

The PSBA gateway is a cloud telephony service used for all calls in the Public Sector in Wales to call externally. The tender period ends in October and Welsh Government have advised that Authorities will need to award contracts directly for call packages as there will be no replacement tender let by them. Newport have procured an alternative calling plan package with the support of the SRS and realised a saving of £14k.

Secure Mobile Working

The SRS have built a single method of securing mobile / smart / tablet technology when accessing corporate Email / Skype / Office 365 services. The solution is in widespread use in the SRS, Monmouthshire and Torfaen and can deliver a secure mobility wrapper for both corporately owned and personally owned devices.

This means that anyone will be able to use any device if they agree to allow the work portion of that device to be “managed” by the SRS and if the partner organisation agrees to personal devices being used.

Backup / Disaster Recovery

A project is underway for all partners to use a product called “Veeam” for backing up data into a cloud service based on renting the space as a commodity service. Two partners have migrated to this solution and Newport will be migrated at the point that the current IBM hardware becomes end of life, which will further reduce the need to draw on the capital refresh programme.



<p>6.7</p>	<p>Investment objective 6:</p> <p>to meet the agreed performance objectives for business specific ICT services as defined by the users within NCC (more responsive, continuously improving). These being around: success of implementation of planned changes; SLA targets met over a 12 month period; projects that have successfully delivered the customer agreed scope; customer satisfaction ratings; savings released within the organisation; delivery to desk top; incident resolution; resolution at first point of contact; managing within budget.</p> <p>Performance information is reviewed at Delivery Group meetings along with priority work and strategic issues. For partners to be assured that the work we are completing utilises the partners resources in the right way the SRS introduced 5 categories of work that is fully transparent and is discussed in monthly Delivery Groups.</p> <p>The 5 channels are below, and the percentage of partner resource allocated;</p> <ol style="list-style-type: none"> 1. PSN – Security work required to ensure we remain connected to the Department of Work and Pensions – 30% of resource 2. Audit – Complete any actions from Audits – 10% of resource 3. SRS Recommended work – work required to keep key partner systems functioning – 20% of resource 4. Customer recommended work – work required by the partner on key systems (new features or upgrades) – 20% of resource 5. Project Work – 20% of resource <p><u>Performance Measures</u></p> <p>There are currently five performance measures which are recorded and monitored by the SRS and NCC. These are designed to provide an overview of the performance of the SRS and are reviewed monthly at Delivery Group meetings (see Governance Arrangements section below). A new Service Level Agreement (SLA) was developed and approved by SRS partners in June 2018. It outlines additional performance measures that will be enabled by the</p>
	<p>Original Date: 30.09.17</p> <p>Status: This objective has been embedded into business as usual.</p>



introduction of a new service desk product delivered in 2019, and by utilising monitoring tools deployed across all partners.

Of the 5 specific performance measures all 5 are green against their respective targets. These performance figures for the year 19/20 to date (April 2019 – August 2019 inclusive) are detailed in the table below.

Measure	Performance against target	Target (Year to date)	Actual (Year to date)
PBC/062 % ICT Helpdesk calls resolved at first point of contact	Green	70%	70%
PBC/061 ICT customer satisfaction %	Green	80%	97%
PBC/060 ICT calls resolved against SLA %	Green	85%	93.55%
PBC/059 ICT System Availability %	Green	99%	99.75%
PBC/058 Number of P1 High Priority calls within a month	Green	50	11

ICT Calls resolved at first point of contact

The SRS target to resolve 70% of all calls at the first point of contact. This is designed to remove the need for issues to be assigned to other teams that are more technical in nature and for those staff to focus on more complex tasks.

This is a challenging target due to the breadth and complexity of many IT problems. For this year, the SRS' performance for NCC is 70%, this shows a continued trend upwards from 17/18 which was reported as 57.5% and 18/19 which was 68%. This performance has improved over the year despite a large turnover of new staff being recruited to the SRS Service Desk.



An important factor that contributes to these statistics is that the current Service Desk tool measures performance against all calls. There are calls that the Service Desk will never be able to resolve at first point of contact, such as a power outage, the failure of equipment, the loss of a service or purchasing request. All these things are resolved by teams in other areas or external service providers. However, they current form part of the above statistic. The new Service Desk tool will be able to measure against the right set of calls, at which point the performance will represent an improved and more accurate reflection of performance.

ICT Customer Satisfaction

The SRS automatically sends customer satisfaction surveys on a random basis to a percentage of those that raised requests via its service desk. The responses to these surveys are used for analysing customer satisfaction for those that use the IT Service. The target for all partners is 90%. SRS' performance for NCC is 97%, again an increase from the previous years (73.7%, 94%). Customers that express that they are 'completely dissatisfied' have their comments reviewed and these are discussed at Delivery Group meetings as appropriate. It is worth noting that with the new service desk product the availability of "simplified" surveys will be examined, so we can look at increasing the feedback from customers as surveys will take less time to complete. (We are unable to do this with the existing product).

ICT Calls Resolved Against SLA

This measure is designed to quantify the percentage of all requests that meet the performance target for resolution. The target is 85% and the performance for the year to date is 93.55% so above the target. This is a wide measure of performance across all calls so is a positive figure.

ICT System Availability

This measure is designed to measure the availability of IT systems. The current measure is based on network availability and for the year to date the figure is 99.75% which is above the target of 99.0%.



<p><u>Number of High Priority Calls Within A Month</u> This measure is designed to measure the number of high priority calls within a month. These reflect problems with priority IT systems with the target of no more than 10 per month. The number of high priority issues recorded for the year to date is 11 so significantly better than the target. This target may need to be reviewed when the new service desk is implemented to ensure it is an appropriate measure.</p>	
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<p>6.8</p>	<p>Investment objective 7: to benefit from economies of scale in procurement by means of a shared hardware catalogue to reduce the spend on devices by an agreed % (5%) over 3 years (less costly) although this is an ongoing process of savings</p> <p>As detailed in other objectives, simplification and standardisation is an important theme. Specific organisations have their own specific needs that can cause some challenges. The SRS have invited suppliers to tender for hardware across all Local Authority partners to ensure we all gain the benefit from device standardisation, ease of deployment and economies of scale.</p> <p>Several examples exist which are relevant which include CRM, Microsoft licenses, iTrent and user devices:</p> <ul style="list-style-type: none"> • CRM. The cost of CRM to Newport is greatly reduced from the standard G-Cloud pricing because the SRS procured an Enterprise license. • the SRS are currently implementing mobile device security products in the Office 365 toolset. This work is being done once for all partners which means that we only pay for the work to be done once, work which is currently being done by a SRS Desktop Architect. • the SRS tendered for a single supplier to meet the standard equipment requirement of its partners. This resulted in the cost of a laptop decreasing from £550 to £510, this is a 7% reduction in cost in the
<p>Original Date: 31.12.19</p>	
	<p>Status: This objective has been embedded into business as usual.</p>



<p>provision of laptops alone. Working on a cross SRS assumption that all equipment is to be replaced every five years, this equates to an all partner saving of over half a million pounds in laptop purchases alone.</p>	
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6.9

<p>Investment objective 10:</p> <p>to deliver a secure ICT architecture to protect the organisation and its data by means of pooled solution design within the wider public sector to maximise knowledge and to reduce security threats (resilience, less costly, more responsive and continuously improving)</p>	
<p>The SRS have taken the key foundational steps to move Newport into the OneWales platform and secure the service from the ground up.</p> <p>Newport have migrated all Email and Skype / Teams services into the OneWales platform since the last scrutiny meeting. We have had widespread positive feedback from the organisation on this first step and many of the services provided to Newport are now more secure such as email, Skype, VPN etc.</p> <p>The Strategic Board have taken a decision to focus on key technology collaboration projects and to move business collaboration projects to the future, a date yet to be defined. This means that the pooled system design described in this investment objective is only possible on the technology platforms described in Inv Obj 5 and 9.</p>	<p>Original Date: 30.09.19</p> <p>Status: The SRS feel this objective has been embedded into business as usual.</p>



<p>6.10</p>	<p>Investment objective 11:</p> <p>to provide a means of being able to deliver the agreed digital goals of NCC (providing the best deal for Newport)</p>
<p>The SRS plays a key part in delivering the digital aspirations for Newport as detailed in the council’s Digital Strategy.</p> <p>Since January 2019 the partnership arrangements across the Newport City Council and SRS have strengthened. A new role of Partner Relationship Manager has been created in SRS to work closely with and across the council. This has led to increased transparency of work that is being delivered and what is required on both sides of the partnership to work effectively together. There are great levels of understanding of our ICT landscape with improved ability to maximise our investment, manage supplier relationships and identify opportunities to collaborate within the Council and externally.</p> <p>The relationship manager attends the Digital City Board, so SRS are aware and report on of any key projects raised to support and deliver the Digital Strategy.</p> <p>The prioritisation of need is a very well governed, documented and managed process. The partner definition of need is their submission of an engagement request that results in work being presented in the Delivery Group for prioritisation. Any work that comes from Newport City Council via an engagement request, including items identified in the tactical plan, items approved by the Business and Collaboration Board or Strategic Board, ends up at the Delivery Group meeting for discussion and prioritisation. The only way a project can progress is if it has been approved to be prioritised at the Delivery Group meeting by the NCC Client Stakeholder.</p> <p>The tactical plans for delivery are the delivery reports prepared and provided to the Delivery Group on a monthly basis.</p>	<p>Original Date:</p> <p>31.3.19</p> <p>Status:</p> <p>Embedded into the principles of Newport’s Digital group and delivery is monitored through that mechanism.</p>



<p>The SRS allocates Project Managers to each NCC corporate project to manage the ICT project plans. These are all reported into the individual NCC project boards, the Digital City Board (where appropriate) and the SRS/NCC Delivery Group.</p>	
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Scrutiny Report

Performance Scrutiny Committee- Partnerships

Part 1

Date: 9 October 2019

Subject **Regional Partnership Board – Integrated Care Fund**

Author Scrutiny Adviser

The following people have been invited to attend for this item:

Invitee:	Designation
Roxanne Green	Regional Partnership Board Regional Team
James Harris	Strategic Director - People
Chris Humphrey	Head of Adult and Community Services
Sally Jenkins	Head of Children and Young People Services

Section A – Committee Guidance and Recommendations

1. Recommendations to the Committee

The Committee is requested:

- a) To consider the Integrated Care Fund report and progress to date;
- b) To determine whether it wishes to make any comments to the Regional Partnership Board;
- c) To determine the timescale for next monitoring the Integrated Care Fund in the Committee's Forward Work Programme.

2 Context

Background

- 2.1 The Social Services and Wellbeing (Wales) Act places a statutory duty on Local Authorities and Health Boards to produce a Regional Area Plan setting out how the priorities identified in the statutory regional population needs assessment (PNA) in relation to people requiring care and support, will be delivered in partnership and through integrated working.
- 2.2 The Gwent Regional Partnership Board (RPB) was established to deliver this Welsh Government (WG) Legislation across the Gwent footprint to discharge the duties within the Act for the five Gwent Local Authorities and Aneurin Bevan University Health Board (ABUHB). The RPB is required to prepare and publish a plan setting out the range and level of services it proposes to provide, in response to the population needs assessment. Area Plans must include the specific services planned in response to each core theme identified in the population assessment. Members may recall the Committee considering reports upon the Plan and the Annual Report upon progress earlier this year.
- 2.3 The Welsh Government provided Integrated Care Fund (ICF) enables Health and Social Care Services to work together to deliver aspects of the Social Services and Well-being (Wales) Act and to support the following groups identified in Statutory Guidance as priority areas:
- Older people with complex needs and long term conditions, including dementia;
 - People with learning disabilities;
 - Children with complex needs, and;
 - Carers, including young carers.
- 2.4 **The Committee is asked to consider the report upon the Integrated Care Fund provided by the Regional Partnership Board in Appendix A and evaluate progress to date.**

3 Information Submitted to the Committee

- 3.1.1 The following are attached to for the Committee's consideration:

Appendix A	-	Submission of Evidence to Scrutiny: Integrated Care Fund Update
Appendix 1	-	ICF Funding Objectives 2019-20 and 2020-21
Appendix 2	-	Evaluation Planning
Appendix 3	-	Revenue Programme Overview

4. Suggested Areas of Focus

4.1 Role of the Committee

The role of the Committee in considering the report is to:

- **Consider the report upon the Integrated Care Fund provided by the Regional Partnership Board and evaluate progress to date.**
- Assess and make comment on:
 - The progress being made by the Regional Partnership in delivering integrated working through the funding;
 - How effectively the Regional Partners worked together in collaboration to date;
 - What mitigating actions have been put in place to address risks;
 - What barriers are there to delivering the funding objectives;
 - How is success measured?
- 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 delivery of the Integrated Care Fund to date?
 - Does the Committee wish to make any Comments to the Partnership upon the progress of delivering against the objectives to date?
 - What future scrutiny activity should be undertaken.

4.2 Suggested Lines of Enquiry

In evaluating the delivery of the Integrated Care Fund, the Committee may wish to explore some of the following areas of focus, which have been adapted from the Welsh Government Guidance on Scrutiny of the Public Services Board:

1. To what extent has the Integrated Care funded projects been delivered within the planned timescales? How far have the Regional Partnership's expectations been met?
2. How effectively has the Regional Partnership worked together to achieve the outcomes? What lessons have been learned as a result of progress to date and how will they be fed back?
3. What have been the resource implications of delivering on the Integrated Care portfolio? How has working as a partnership maximised the resources available?
4. How has delivery as a partnership impacted on the delivery of the Integrated Care Funding objectives and projects in line with the five ways of working from the Well-being of Future Generations (Wales) Act? What difference has working in partnership made to delivery?
5. What unintended consequences have arisen from delivering the ICF projects? What are the main factors that have impacted upon delivery?
6. How is service user experience being used to assess performance of the Partnership's delivery? What other methods are being used to evaluate effectiveness and impact of the Integrated Care Funding?

4.3 Wellbeing of Future Generations (Wales) Act

The Committee’s consideration of the Integrated Care Fund (ICF) report 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:
Long-term The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	What long term trends will impact upon the delivery of the ICF objectives and projects?
	How will changes in long term needs impact upon the delivery of the ICF objectives and projects in the future?
Prevention Prevent problems occurring or getting worse.	What issues are facing the Partnership’s service users at the moment?
	How is the Partnership addressing these issues to prevent a future problem?
Integration 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.	Are there any other organisations providing similar / complementary services?
	How does the Partnership’s performance upon the delivery of the ICF portfolio impact upon the services of other public bodies and their objectives?
Collaboration Acting in collaboration with any other person (or different parts of the organisation itself).	Who has the Partnership been working with to deliver the ICF outcomes?
	How is the Partnership using knowledge / information / good practice of others to inform / influence delivery of the ICF projects?
Involvement 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.	How has the Partnership sought the views of those who are impacted by the delivery of the Integrated Care Funded projects?
	How has the Partnership taken into account diverse communities in decision-making?

Section B – Supporting Information

5 Supporting Information

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.

(A link to the full Welsh Government Guidance is included in Section 7 of this report in the Background Papers for Members’ information.)

6 Links to Council Policies and Priorities

- Newport City Council’s Corporate Plan and Wellbeing Objectives:

Well-being Objectives	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
Corporate Plan Commitments	Thriving City	Aspirational People		Resilient Communities
Supporting Function	Modernised Council			

7 Background Papers

- [Social Services and Well-being \(Wales\) Act 2014: Part 9 Statutory Guidance \(Partnership Arrangements\)](#)
- [Report and Minute](#) of Performance Scrutiny Committee - Partnerships on 3 April 2019
- [Regional Area Plan 2018-19](#) - Gwent Regional Partnership Board
- Gwent Regional Partnership Board [Website](#)
- [The Essentials – Well-being of Future Generation \(Wales\) Act](#)
- [Welsh Government Guidance for Local Authority Scrutiny Committees on the Scrutiny of Public Services Boards](#) (Issued August 2017)
- [Corporate Plan 2017-22](#)

Report Completed: 16 September 2019

Mae'r dudalen hon yn wag yn

Submission of Evidence to Scrutiny: Integrated Care Fund Update

Authors ICF Programme Lead, Gwent Regional Partnership

Date 13 September 2019

1.0 Integrated Care Fund

1.1 The Integrated Care Fund is provided by Welsh Government as an enabler to delivering on the Social Services and Wellbeing Act and the more recent A Healthier Wales Strategy. The fund was established at the Intermediate Care Fund in 2014 with an initial focus on increasing care co-ordination and rapid response schemes.

1.2 The fund was rebranded as the Integrated Care Fund (ICF) in 2017-18 and aims to drive and enable integrated working between social services, health, housing, third and independent sectors. From 2018-19 the fund has been provided via three funding streams; ICF Revenue, ICF Dementia and ICF Capital.

1.3 ICF Revenue Funding Streams

1.3.1 The revenue funding allocation to the Gwent Regional Partnership Board has grown significantly since its inception, increasing from circa £3million in the first year to circa £16.5million for the 2019-20 financial year. The following groups, as identified in Statutory Guidance as priority areas of integration, remain the same in the revised ICF Guidance:

- Older people with complex needs and long term conditions, including dementia;
- People with learning disabilities;
- Children with complex needs; and
- Carers, including young carers

1.3.2 Funding is provided to address the above priority areas, with the refreshed guidance for the period 2019-20 to 2020-21 providing specific objectives to the use of the funding, detailed in Appendix 2 of this report.

1.3.3 In addition to funding for the above priority areas, a separate funding grant was introduced in 2018-19 to support the realisation of the Dementia Action Plan and is reported and managed as a separate funding stream, ICF Dementia. The allocation of funding to the priority groups is as follows:

Priority Area	2019-20 Allocation
ICF Revenue	
Older people with complex needs and long term conditions, including dementia	£7.162m
People with learning disabilities, children with complex needs and carers	£3.826m
Early intervention and support to children and their families	£2.870m
ICF Dementia	
Dementia	£1.611m

Submission of Evidence to Scrutiny: Integrated Care Fund Update

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1.3.4 There are also two ring fenced elements to the revenue funding included for the Integrated Autism Services and WCCIS implementation. Integrated Autism Services receives an annual allocation of £458,000. WCCIS implementation has, over the last 2 financial years, received £252,000 in revenue funding. For the 2019-21 financial years Welsh Government requested proposals be submitted for the use of the WCCIS ring fenced allocations. The proposal submitted by the Region provides an allocation of £597,394 in 2019-20, and £548,284 in 2020-21 to support the Health Board and four of the local authorities, including Newport City Council, to proceed to benefits realisation of this system.

1.4 ICF Capital Funding

1.4.1 ICF capital funding has been available previously at circa £1million per annum. During July 2018 Welsh Government introduced a refreshed ICF capital programme that subsumes the previous health and housing fund. This has provided a significant growth within the fund which, for the 3 year investment plan period (2018-19 to 2020-21), provides £19.4million to the Regional Partnership and is allocated as follows:

	Gwent Capital Allocation	MCP		DCP	
		<i>(minimum amount for Main Capital Schemes)</i>		<i>(maximum amount for Discretionary Capital Schemes)</i>	
2018-19	£5,558,000	75%	£4,168,500.00	25%	£1,389,500.00
2019-20	£6,484,000	80%	£5,187,200.00	20%	£1,296,800.00
2020-21	£7,410,000	85%	£6,298,500.00	15%	£1,111,500.00

1.4.2 As illustrated above the programme is separated into a Main Capital Programme (MCP) and a Discretionary Capital Programme (DCP)

Projects supported by the Main Capital Programme may include the provision of:

- accommodation-led solutions to health and social care;
- integrated facilities (such as a regional “hub” approach to an ICF led service provision) – both re-modelling and new provision;
- capital projects which support new and innovative integration of health, social care and/or housing;
- larger scale building re-modelling or adaptation (not supported by existing mainstream programmes); or
- expenditure to evidence or explore the feasibility of larger capital investment.

The Discretionary Capital Programme will be available for the following purposes:

- aids and adaptations which are not supported by existing programmes and are in support of specific ICF objectives away from mainstream requirements (e.g. an enhanced Rapid Response need);
- equipment projects which support people to live independently in their own home and may reduce hospital admissions or speed up hospital discharge; and
- other smaller scale projects in support of ICF objectives (e.g. community or third sector led)

Submission of Evidence to Scrutiny: Integrated Care Fund Update

Authors ICF Programme Lead, Gwent Regional Partnership

Date 13 September 2019

1.5 ICF Responsibility

1.5.1 The ICF portfolio is governed by the Gwent Regional Partnership Board, with its substructures of the Regional Leadership Group and Strategic Partnerships having operational oversight of the initiatives. The ICF priority areas and associated programmes of work are aligned to the respective Strategic Partnerships as articulated in Diagram 1 below.

Diagram 1. Overview of ICF funding priorities



1.4.4 Strategic Partnerships consider the alignment, deliverability and value for money of any new initiatives and provide recommendations to the Regional Leadership Group and Regional Partnership Board for areas of investment. In addition, Strategic Partnerships will approve the evaluation methodologies for each respective programme and consider the findings to make further recommendations to the Regional Partnership Board. Further details regarding the evaluation are detailed in Appendix 2.

1.4.5 Opportunities to access Integrated Care Funding are promoted throughout our partnership structures to ensure equity of access and to address the requirement of Welsh Government to provide 20% of ICF revenue allocation to the third sector.

1.4.6 To support the governance, management and evaluation of the Integrated Care Fund, Gwent Regional Partnership Board have created an ICF Portfolio Management Office (PMO). The ICF PMO is responsible for all due diligence activities associated with the ICF funding streams, development of regional ICF Investment Plans and Programmes, and evaluation of all investment undertaken.

2.0 Revenue Funding

Submission of Evidence to Scrutiny: Integrated Care Fund Update

Authors ICF Programme Lead, Gwent Regional Partnership

Date 13 September 2019

- 2.1 Within the ICF Revenue Investment Plan we have successfully restructured a portfolio of 105 projects into 18 programmes of work. We have a complex and diverse range of projects that sit across the six statutory organisations and a range of third sector partners within Gwent. Appendix 3 provides an overview of the revenue funding programmes.
- 2.2 Newport City Council has 14 Projects within the Revenue Portfolio, totalling a current allocation of £2,082,508. A list of the projects within each respective priority area is provided below.

Table 1. Newport City Council Revenue Projects

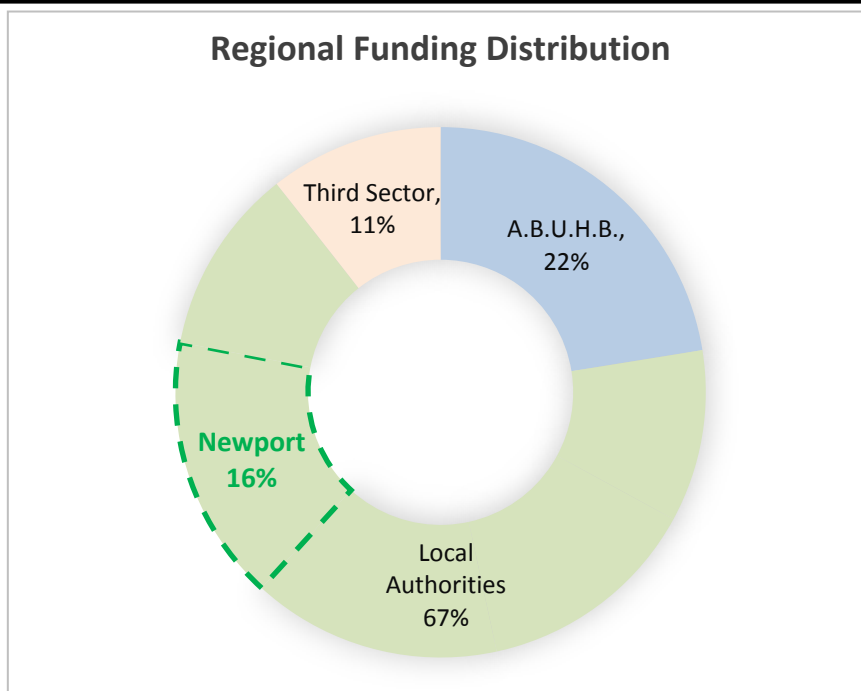
Project Ref	Project Name	Allocation
OP-NCC-COMM-03	Newport Older Person's Pathway	£ 119,898
OP-NCC-COMM-04	Newport BME Community Connector	£ 25,959
OP-NCC-COMM-08	Community Co-ordinators - Newport	£ 109,054
OP-NCC-COMM-13	Review Of Preventions Offer	£ 97,350
OP-NCC-FLOW-03	Discharge Pathways from RGH	£ 132,600
OP-NCC-FLOW-10	In-Reach Phase 3	£ 49,500
OP-NCC-CARE-07	Step Up-Down Beds	£ 595,466
LD-NCC-TRAN-04	Integrated Transition	£ 106,797
CIYC-NCC-COMM-04	Carers Co-ordinators - Newport	£ 46,192
CIYC-NCC-SUPP-04	Carers support - Newport	£ 63,416
EIS-NCC-CONF-04	Family Group Conferences (Newp)	£ 108,448
EIS-NCC-MED-04	Mediation Support (Newp)	£ 79,172
EIS-NCC-SGO-04	SGO Support (Newp)	£ 272,568
EIS-NCC-EEOC-04	Enhanced Edge of Care (Newp)	£ 276,088

- 2.3 Of the £13.533million available for distribution within the revenue funding stream, the allocation across the region is currently distributed as follows:

Submission of Evidence to Scrutiny: Integrated Care Fund Update

Authors ICF Programme Lead, Gwent Regional Partnership

Date 13 September 2019



- 2.4 In addition to the above, and as a reflection of the collaborative regional work, Newport would also benefit from the 56% of revenue funding that is allocated to regional initiatives across the ICF priority areas.
- 2.5 For any unallocated or underspend funding within the ICF Revenue priority areas (excluding Dementia), funding is promoted within the partnership. There is currently £300,000 available as slippage funding for the 2019-20 financial year for which proposals are required to be submitted to the ICF Portfolio Management Office by 30 September 2019.

2.6 Small Grants Fund

- 2.6.1 The Regional Partnership Board has endorsed the delegation of a small grants fund to each Integrated Partnership Board within Gwent. The respective Community Voluntary Council within each Integrated Partnership Board will host the small grants fund, with funding promoted and made available across the Integrated Partnership Board and social value sector in the respective locality.
- 2.6.2 Allocation of funding across the Integrated Partnership Boards was supported to be shared on an equal basis, therefore each locality area has £40,000 available for spend in the 2019-20 financial year. A maximum project allocation of £20,000 has been agreed by Regional Partnership Board for the Small Grants Fund, which provides for a minimum proposal amount of £20,000 for regional schemes going forward.

3.0 ICF Dementia Funding

- 3.1 Gwent Regional Partnership have submitted a Dementia Investment Plan to Welsh Government that, if approved, would fully utilise our allocation. There are 19 regional projects that support

Submission of Evidence to Scrutiny: Integrated Care Fund Update

Authors ICF Programme Lead, Gwent Regional Partnership

Date 13 September 2019

the delivery of the Dementia Action Plan, and also the priorities identified in the Regional Dementia Analysis undertaken during winter 2018-19.

- 3.2 The largest project within the Dementia Plan is the creation of a Dementia Reablement service, linked to the CRT/Frailty model within local authorities at a regional cost of £408,879 in 2019-20, and £681,465 in 2020-21.
- 3.3 We have been advised our investment plan has been recommended for approval, with formal approval expected week commencing 16 September 2019.

4.0 ICF Capital Funding

- 4.1 We are currently within a 3 year capital funding programme that commenced in 2018-19. Of the £19.4million made available to the region we have allocated over £15million to a wide range of projects across the partnership.
- 4.2 Activity over the summer period has enabled the submission and consideration of additional proposals to take up the £4million underspend. This successful development round has produced £8million of proposals that align with the ICF priority areas. The regional partnership will be optimising the investment plan to take account of deliverability and distribution of funding week commencing 23 September 2019.
- 4.3 The introduction of such funding has provided Strategic Partnerships with the challenges and opportunities of understanding capital development requirements within the respective priority areas. To support strategic intent, the ICF Portfolio Management Office will continue to produce capital development strategies for the respective partnerships to ensure we can provide evidence of need for future investment opportunities.
- 4.4 The main capital programme initiatives currently included within the Investment Plan, and in receipt of ministerial approval for Newport City Council, are shown in Table 2 below.

Table 2. MCP Overview for Newport City Council

Project Name	Project Description	2018-19	2019-20	2020-21	Total Project Costs
		Total Yr 1 Allocation	Total Yr 2 Allocation	Total Yr 3 Allocation	
Oaklands Childrens Respite	Residential respite facility for disabled children to be refurbished and re-modelled to provide a larger capacity, modernised regional service.	505,000	0	0	505,000
Children's Residential Home - complex needs	Purchase of a large property to convert to a specialised facility for children with complex needs who are currently placed out of county/country	615,000	35,000	0	650,000

Submission of Evidence to Scrutiny: Integrated Care Fund Update

Authors ICF Programme Lead, Gwent Regional Partnership

Date 13 September 2019

Gaer Annex	Extension to an existing special school for Autism to meet capacity needs	0	300,000	0	300,000
Windmill Farm	Development of four bed children's residential home in one dwelling, and two crisis placements in separate dwellings within the grounds	0	750,000	750,000	1,500,000
				Total	£2,955,000

- 4.4 Newport City Council are leading the development of a range of residential accommodation to both meet the level of need at County level but also proactively place children within region should in-county placements not be available. There are additional proposals that will be considered by the Regional Partnership from Newport City Council, and a final figure across the 3 year investment plan will be available.
- 4.5 In addition to the above, Newport City Council also received £44,000 of Discretionary Capital funding during the 2018-19 financial year to enable the feasibility study of Windmill Farm redevelopment and the acquisition of the specialist bed.
- 4.6 In total, of the 3 year funding programme that has been approved, Newport City Council has a current allocation of £2,999,000, equating to 20% of all allocated schemes. An updated figure will be available for the final allocation upon optimisation of the Capital Investment Plan during the week of 23 September 2019.

Submission of Evidence to Scrutiny: **Integrated Care Fund Update**

Authors ICF Programme Lead, Gwent Regional Partnership

Date 13 September 2019

Appendix 1: ICF Funding Objectives 2019-20 and 2020-21

Older People	<ul style="list-style-type: none"> ▪ Support adults to maintain independence and remain at home ▪ Focus on Delayed Transfers of Care, supporting safe and timely discharge ▪ Prevent people from becoming lonely and socially isolated
People with a Learning Disability	<p>ICF should be used to support the National Learning Disability Improving Lives Programme (published June 2018), from which there are three priority areas:</p> <ul style="list-style-type: none"> ▪ Reduction of health inequalities ▪ Increasing community integration ▪ Improving planning and funding systems
Children with Complex Needs	<p>Increased level of support due to disability or illness should be made from within the wider combined funding stream (People with a learning disability, children with complex needs and carers).</p>
Carers	<p>Welsh Government expect and increased investment to bolster progress on delivering the 3 national priorities for carers, and should be used to provide direct support for carers, including opportunities for respite and promoting carers own wellbeing.</p>
Early Intervention and Support to Children and their families	<ul style="list-style-type: none"> ▪ Safely prevent/reduce the need for children to enter care ▪ Initiatives should include a focus on family re-unification ▪ Provide therapeutic support for children in care or who have been adopted, thereby reducing the need for more intensive forms of support.
Dementia	<p>Continue to support the implementation of the All Wales Dementia Action Plan; the main themes of this plan include enabling people living with dementia to maintain their independence, in keeping with the focus of ICF. Proposals will be considered against the following outcomes:</p> <ul style="list-style-type: none"> ▪ Individuals will understand the steps they can take to reduce their risk, or delay the onset, of dementia ▪ The wider population understands the challenges faced by people living with dementia and are aware of the actions they can take to support them. ▪ People are aware of the early signs of dementia, the importance of a timely diagnosis, and know where to go to get help. ▪ More people are diagnosed early, enabling them to plan for the future and access early support and care if needed.

Submission of Evidence to Scrutiny: **Integrated Care Fund Update**

Authors ICF Programme Lead, Gwent Regional Partnership

Date 13 September 2019

	<ul style="list-style-type: none">▪ Those diagnosed with dementia and their carers and families are able to received person-centred care and support which is flexible.▪ Research is support to help us better understand the causes and management of dementia and enables people living with dementia, including families and carers, to be co-researchers.▪ Staff have the skills to help them identify people with dementia and to feel confident and competent in supporting individual’s needs post-diagnosis.
WCCIS	Business case submissions will be required to be submitted to Welsh Government for consideration. Each regions business case will be considered on its own merit. It is expected that regions should be approaching benefits realisation stage of the programme.
Integrated Autism Service	Funding continues to be ring fenced for this service, for the two year period. An independent evaluation is due to be completed this year to inform the service provision from 2021 onwards.

Submission of Evidence to Scrutiny: Integrated Care Fund Update

Authors ICF Programme Lead, Gwent Regional Partnership

Date 13 September 2019

Appendix 2: Evaluation Planning

- 1.1 Evaluation of the portfolio will be undertaken on a programme by programme basis, with the ICF team providing support to project and service leads across the region to collate and analyse project information. An evaluation strategy will be developed for each Programme, informed by a Programme's measurement strategy that is being co-developed with project leads as part of the new programme management structure and Project Leads Forum within the region. Welsh Government prescribe the evaluations to consider the following four areas:
- Impact: What outcomes have been achieved and what difference has the project made?
 - Process: How has the project supported key principles such as integration, co-production or social value?
 - Economic: What are the cost benefits of the projects and what costs have been avoided?
 - Qualitative: What are the experiences of service users, staff and communities from the project?
- 1.2 The evaluation will align with the Results Based Accountability methodology. However, the ability to retrospectively align methodologies intended to influence programme development will be challenging. In most instances, baseline measurements have not been collected and retrospective analysis will be required to ensure we are able to demonstrate attribution of impact across our system. The evaluation will also consider ongoing financial sustainability of projects post 31 March 2021.
- 1.3 As endorsed by Regional Leadership Group, the projects with the longest duration will be evaluated in the first instance, providing the opportunity for newer schemes to gather further time-bound data to inform evaluations. The measurement strategies for the evaluations will be coproduced with projects leads and endorsed by the respective strategic partnership prior to the evaluation commencing.
- 1.4 To ensure a consistent approach to evaluating the portfolio of work, bespoke training has been arranged for the new staff within the ICF team to ensure the team have a consistent approach to evaluation, and a universal understanding of analytical techniques. The training for the team will be completed during September 2019. With quarterly reporting taking place during October 2019, it is proposed that the evaluation will commence on 4 November 2019.

2.0 Evaluation Plan

- 2.1 An evaluation plan has been developed to ensure rolling consideration by the regional partnership infrastructure on a programme by programme basis. This work will provide the evidence of achievement and outcomes in the use of the Integrated Care Fund. All live projects will be evaluated on their entire project cycle, to ensure outcomes from across the funding periods can be articulated.
- 2.2 A breakdown of the programmes and the prioritisation is shown below:

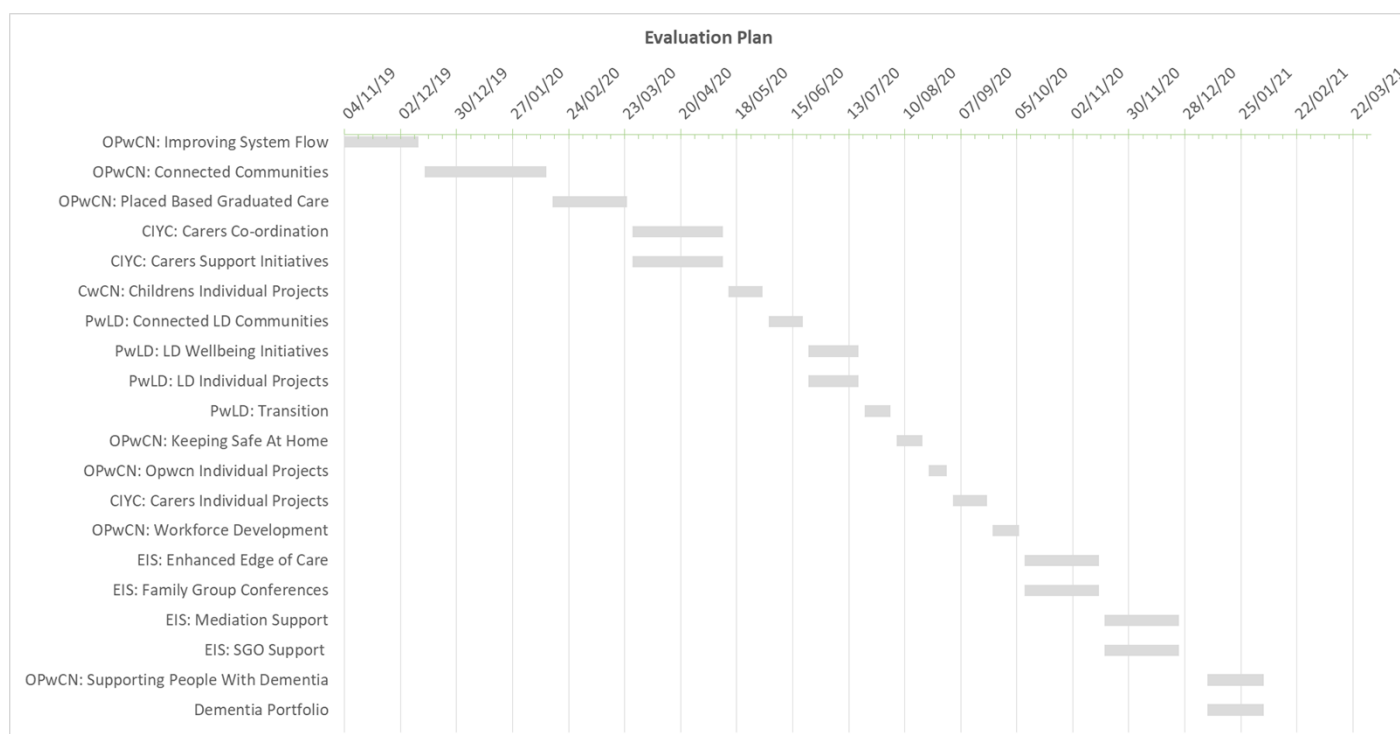
Submission of Evidence to Scrutiny: Integrated Care Fund Update

Authors ICF Programme Lead, Gwent Regional Partnership

Date 13 September 2019

Programme	Priority	# of Projects	Evaluation Start	Evaluation End
OPwCN: Improving System Flow	1	10	04/11/2019	11/12/2019
OPwCN: Connected Communities	2	14	14/12/2019	13/02/2020
OPwCN: Placed Based Graduated Care	3	10	16/02/2020	24/03/2020
CIYC: Carers Co-ordination	4	5	27/03/2020	11/05/2020
CIYC: Carers Support Initiatives	4	7	27/03/2020	11/05/2020
CwCN: Childrens Individual Projects	5	5	14/05/2020	31/05/2020
PwLD: Connected LD Communities	6	5	03/06/2020	20/06/2020
PwLD: LD Wellbeing Initiatives	7	3	23/06/2020	18/07/2020
PwLD: LD Individual Projects	7	4	23/06/2020	18/07/2020
PwLD: Transition	8	4	21/07/2020	03/08/2020
OPwCN: Keeping Safe At Home	9	4	06/08/2020	19/08/2020
OPwCN: Opwcn Individual Projects	10	3	22/08/2020	31/08/2020
CIYC: Carers Individual Projects	11	5	03/09/2020	20/09/2020
OPwCN: Workforce Development	12	4	23/09/2020	06/10/2020
EIS: Enhanced Edge of Care	13	5	09/10/2020	15/11/2020
EIS: Family Group Conferences	13	5	09/10/2020	15/11/2020
EIS: Mediation Support	14	5	18/11/2020	25/12/2020
EIS: SGO Support	14	5	18/11/2020	25/12/2020
OPwCN: Supporting People With Dementia	15	2	08/01/2021	31/01/2021
Dementia Portfolio	15		08/01/2021	31/01/2021

2.3 A project plan for the evaluation of the programmes within the ICF Revenue allocation is provided below:



Submission of Evidence to Scrutiny: **Integrated Care Fund Update**

Authors ICF Programme Lead, Gwent Regional Partnership

Date 13 September 2019

- 2.4 An additional evaluation timeframe will also be introduced for the benefits realisation of capital investment for the current and previous initiatives.
- 2.5 At the request of Regional Partnership, the evaluation is intended to provide evidence to enable effective decision making for any future investment opportunities, supporting the design of any future regional programme of work in delivering collaborative and integrated models of delivery.
- 2.6 Evaluation reports will be submitted to the respective strategic partnership and the wider Regional Partnership on a programme by programme basis as they are undertaken. All evaluations are intended to be concluded in January 2021.

Submission of Evidence to Scrutiny: **Integrated Care Fund Update**

Authors ICF Programme Lead, Gwent Regional Partnership

Date 13 September 2019

Appendix 3: Revenue Programme Overview

Strategic Partnership	Programme of Work	Value	Draft Objective
Gwent Adult Strategic Partnership [ICF Priority: Older People with Complex Needs]	Connected Communities	£1,154,903	To support citizens of Gwent to connect with their communities, develop resilient networks and maintain or improve their wellbeing
	Supporting People with Dementia (aligned to Dementia Action Plan)	£274,765	Initiatives will be captured and reported as part of the ICF Dementia Action Plan and development of the seamless pathway
	Improving System Flow (Home First enablers)	£1,498,613	To safely and efficiently expedite discharge to allow patients to be returned home as soon as medically fit
	Keeping Safe at Home	£674,192	To provide therapeutic and equipment solutions to assist people to keep safe in their own homes
	Individual projects not aligned to programmes	£210,160	Preventing and mitigating sight loss initiative and the new advocacy access initiative
	Place Based Graduated Care	£2,390,195	Provide additional care needs outside of a hospital environment when medically appropriate to do so, preventing hospital admissions, and supporting reablement in a homely setting. In doing so, also provides more appropriate settings to best assess a person independence and potential ongoing needs
	Workforce Development	£695,064	Developing and testing innovative and sustainable solutions to strengthen the domiciliary care workforce across the region
Mental Health and Learning Disabilities Strategic Partnership [ICF Priority: People with LD]	Transition	£365,358	Enabling individuals to receive the services and supported required whilst transitioning between statutory services

Submission of Evidence to Scrutiny: Integrated Care Fund Update

Authors ICF Programme Lead, Gwent Regional Partnership

Date 13 September 2019

Strategic Partnership	Programme of Work	Value	Draft Objective
	Connected LD Communities	£306,020	Providing opportunities and support for people with a learning disabilities to engage with their peers and wider communities
	LD Wellbeing Initiatives	£112,530	Ensuring people with a Learning Disability can access suitable and person centred physical activity sessions across the region
	Individual projects not aligned to programmes	£271,396	Mental Health Conveyancing, Upside Down Commissioning for LD, Access to employment
Children and Families Strategic Partnership [ICF Priority: Children with Complex Needs]	Integrated Assessment Services	£200,871	Regional care co-ordination model that links with the ISCAN services throughout the region
	ISCAN Integrated Assessment and Planning	£269,589	Supporting MDT working within localities throughout the region to ensure children receive the care and support they need, avoiding the need for handoffs between specialties
	Skills for Living	£200,000	Support those leaving looked after care to gain the skills and confidence required to live independently
	Resource Hub	£397,872	Regional team base working with the most complex children to support their return to an in-region placement where appropriate
	Helping Hands	£138,310	Direct work with children with learning disabilities, their families and systems of support, group work, training in evidence based frameworks, multi-agency consultation
Children and Families Strategic Partnership [ICF Priority: Early Intervention and Support]	Early Intervention and Support for Children & Families	£2,803,381	Supporting Children & Families known to social services to mitigate where possible children entering care and support family reunification

Scrutiny Report

Performance Scrutiny Committee- Partnerships

Part 1

Date: 9 October 2019

Subject **Regional Partnership Board – Transformation Programme**

Author Scrutiny Adviser

The following people have been invited to attend for this item:

Invitee:	Designation
Emily Warren	Regional Partnership Board Regional Team
James Harris	Strategic Director - People
Chris Humphrey	Head of Adult and Community Services
Sally Jenkins	Head of Children and Young People Services

Section A – Committee Guidance and Recommendations

1. Recommendations to the Committee

The Committee is requested:

- a) To consider the Transformation Programme report and progress to date;
- b) To determine whether it wishes to make any comments to the Regional Partnership Board;
- c) To determine the timescale for next monitoring the Transformation Programme in the Committee's Forward Work Programme.

2 Context

Background

- 2.1 The Social Services and Wellbeing (Wales) Act places a statutory duty on Local Authorities and Health Boards to produce a Regional Area Plan setting out how the priorities identified in the statutory regional population needs assessment (PNA) in relation to people requiring care and support, will be delivered in partnership and through integrated working.
- 2.2 The Gwent Regional Partnership Board (RPB) was established to deliver this Welsh Government (WG) Legislation across the Gwent footprint to discharge the duties within the Act for the five Gwent Local Authorities and Aneurin Bevan University Health Board (ABUHB). The RPB is required to prepare and publish a plan setting out the range and level of services it proposes to provide, in response to the population needs assessment. Area Plans must include the specific services planned in response to each core theme identified in the population assessment. Members may recall the Committee considering reports upon the Plan and the Annual Report upon progress earlier this year.
- 2.3 In response to recommendations of a Parliamentary Review in January 2018, the Welsh Government published “A Healthier Wales” in June 2018, as its long-term plan for Health and Social Care, which set out the expectations of:
- Improved collaboration between Health and Social Care;
 - Increased emphasis on improving wellbeing through early intervention and prevention;
 - An expectation of greater integration in the planning and commissioning of services;
 - A demonstration of developing services to meet population need now and for future generations.
- 2.4 A national £100 Million fund was established to support the delivery at pace of “new models” of care across health and social services, with all regional partnerships asked to develop a “transformation offer”.
- 2.5 **The Committee is asked to consider the report upon the Transformation Programme provided by the Regional Partnership Board in Appendix A and evaluate progress to date.**

3 Information Submitted to the Committee

- 3.1.1 The following are attached to for the Committee’s consideration:

Appendix A	-	Submission of Evidence to Scrutiny: Transformation Programme
Appendix 1	-	Transformation Programme - Budget
Appendix 2	-	Transformation Programme - Quarter 2 Monitoring Report
Appendix 3	-	Transformation Programme - Overview

4. Suggested Areas of Focus

4.1 Role of the Committee

The role of the Committee in considering the report is to:

- **Consider the report upon the Transformation Programme provided by the Regional Partnership Board and evaluate progress to date.**
- Assess and make comment on:
 - The progress being made by the Regional Partnership in delivering the Transformation Programme to date;
 - How effectively the Regional Partners worked together in collaboration to date;
 - What mitigating actions have been put in place to address risks;
 - What barriers are there to delivering the programme;
 - How is success measured?
- In drawing its conclusions, the Committee should assess:
 - What was the overall conclusion on the information contained within the report?
 - Is the Committee satisfied that it has had all of the relevant information to base a conclusion on the delivery of the Transformation Programme to date?
 - Does the Committee wish to make any Comments to the Partnership upon the progress of delivering the Programme to date?
 - What future scrutiny activity should be undertaken.

4.2 Suggested Lines of Enquiry

In evaluating the delivery of the Transformation Programme, the Committee may wish to explore some of the following areas of focus, which have been adapted from the Welsh Government Guidance on Scrutiny of the Public Services Board:

1. To what extent has the Transformation Programme been delivered within the planned timescales? How far have the Regional Partnership's expectations been met?
2. How effectively has the Regional Partnership worked together to achieve the outcomes? What lessons have been learned as a result of progress to date and how will they be fed back?
3. What have been the resource implications of delivering on the Transformation Programme? How has working as a partnership maximised the resources available?
4. How has delivery as a partnership impacted on the delivery of the Transformation Programme in line with the five ways of working from the Well-being of Future Generations (Wales) Act? What difference has working in partnership made to delivery?
5. What unintended consequences have arisen from delivering the Transformation Programme? What are the main factors that have impacted upon delivery?
6. How is service user experience being used to assess performance of the Partnership's delivery? What other methods are being used to evaluate effectiveness and impact of the Transformation Programme?

4.3 Wellbeing of Future Generations (Wales) Act

The Committee's consideration of the Transformation Programme 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:
Long-term The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	What long-term trends will impact upon the delivery of the Transformation Programme?
	How will changes in long term needs impact upon the delivery of the Transformation Programme in the future?
Prevention Prevent problems occurring or getting worse.	What issues are facing the Partnership's service users at the moment?
	How is the Partnership addressing these issues to prevent a future problem?
Integration 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.	Are there any other organisations providing similar / complementary services?
	How does the Partnership's performance upon the delivery of the Transformation Programme impact upon the services of other public bodies and their objectives?
Collaboration Acting in collaboration with any other person (or different parts of the organisation itself).	Who has the Partnership been working with to deliver Transformation Programme outcomes?
	How is the Partnership using knowledge / information / good practice of others to inform / influence delivery of the Transformation Programme?
Involvement 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.	How has the Partnership sought the views of those who are impacted by the delivery of the Transformation Programme funded projects?
	How has the Partnership taken into account diverse communities in decision-making?

Section B – Supporting Information

5 Supporting Information

- 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.

(A link to the full Welsh Government Guidance is included in Section 7 of this report in the Background Papers for Members’ information.)

6 Links to Council Policies and Priorities

- Newport City Council’s Corporate Plan and Wellbeing Objectives:

Well-being Objectives	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
Corporate Plan Commitments	Thriving City	Aspirational People		Resilient Communities
Supporting Function	Modernised Council			

7 Background Papers

- [Gwent Regional Partnership Board Transformation Programme Progress Briefing to Welsh Government August 2019](#)
- [Social Services and Well-being \(Wales\) Act 2014: Part 9 Statutory Guidance \(Partnership Arrangements\)](#)
- [Report and Minute](#) of Performance Scrutiny Committee - Partnerships on 3 April 2019
- [Regional Area Plan 2018-19](#) - Gwent Regional Partnership Board
- Gwent Regional Partnership Board [Website](#)
- [The Essentials – Well-being of Future Generation \(Wales\) Act](#)
- [Welsh Government Guidance for Local Authority Scrutiny Committees on the Scrutiny of Public Services Boards](#) (Issued August 2017)
- [Corporate Plan 2017-22](#)

Report completed: 30 September 2019

Mae'r dudalen hon yn wag yn

Submission of Evidence to Scrutiny - Transformation Programme**Author** Transformation Programme Lead, Gwent Regional Partnership**Date** 19 September 2019**Transformation Programme Background and Context**

'A Healthier Wales', published in June 2018 is the Welsh Government's long term plan for Health and Social Care and their direct response to the recommendations of the Parliamentary Review (January 2018). The plan sets out the expectation of:

- Improved collaboration between health and social care
- An increased emphasis on improving wellbeing through early intervention and prevention
- An expectation of greater integration in the planning and commissioning of services
- A demonstration of developing services to meet population need now and for future generations.

A national £100 million fund was established to support the delivery at pace of 'new models' of care across health and social services, with all regional partnership boards asked to develop a 'transformation offer'

The Gwent Transformation Offer

Recognising the complexity of the Gwent Landscape with six sovereign bodies, a transformation leadership group was established and met weekly, to agree a set of shared priority areas of equal benefit and impact to both local government and health. Whilst the additional funding secured is welcome, it is a pump primer to facilitate greater collaboration in areas of shared priority, ensuring that funding is directed at front line pressures for Council where possible.

The funding is provided for 2019/20 and 2020/21 and totals £13 million across a two year period, it is split across two themes, in four programmes. Each programme is either underway, or planned to commence in Newport.

It is recognised that the transformation funding is a one of 'pump prime funding grant', therefore those programmes funded, are currently the subject of 'sustainability' reviews to determine either a plan to mainstream or exit planning, and a report detailing this will be available in late Autumn.

The offer focuses on two elements:

- Alignment of the 'out of hospital system' to ensure that people are able to receive more care closer to home, benefit from greater access to information, advice and assistance and benefit from an acceleration in citizen centred 'multi-disciplinary working'
- Service Redesign in areas of significant demand and pressure on both local authorities and the health board.

The agreed and funded programmes are:

1. Develop a new model of prevention and wellbeing services (Integrated Wellbeing Networks) in partnership with Public Service Boards.
2. Develop 'place based care' by developing a Gwent Compassionate Communities model, providing more 'care closer to home'
3. Reform child and adolescent mental health services to provide a more integrated approach across health, education and social care (The ICEBERG Model)
4. Development of a regional Home First Admission Avoidance Service

Impact and Benefits to Newport

Each of the four programmes are either underway in Newport or are planned for delivery in 2020/21. The remainder of this paper provides an overview of the activity and benefit to families in Newport for the Integrated Wellbeing Network and Place Based Care programme.

Delivering Place Based Care in Newport (Integrated Wellbeing Networks & Compassionate Communities)

The transformation offer emphasised the importance of developing improved early intervention and prevention services, in tandem with the reform of primary and community care, to deliver more care closer to home.

The concept of the Newport Integrated Wellbeing Network (IWN), is to better align existing resources to improve wellbeing, and reduce duplication by working closely with third sector providers and partner agencies such as health, housing and social care and this will be done in tandem with the expansion of primary and community care, around 'wellbeing' hubs in places such as Ringland.

The intention is better collaboration between health and social care resources, which keep people independent for longer within their communities. Working with the Newport NCNs, Health Board, Local Authority and third sector this will support the delivery of more 'care closer to home' in Newport, by providing an enhanced primary, community and social care offer, including multi-disciplinary teams (MDT) able to work together across organisational boundaries to treat patients in a more seamless way, changing culture, behaviour and harnessing a new integrated way of patient centred working.

Recognising that improving wellbeing is a core aim of the Newport Public Services Board (PSB), this programme is the first pilot in Wales to be delivered jointly between the PSB and the Regional Partnership Board (RPB), with the GSWAG officer coordination group a key member of the Integrated Wellbeing Network steering group.

The programme will ensure that services are developed and constructed to provide a menu of wellbeing services across Newport on a place based approach. The Newport Integrated Partnership Board will have a key role in supporting delivery of the programme and is sighted on the programme.

To date the programme has:

1. Establish place-based co-ordination and development of well-being resources

- Proposal with Welsh Government to deliver Compassionate Communities across Newport
- A 'Healthy Community Checklist' has developed to support process. In terms of what a well-functioning place based well-being approach looks like
- A 'Wellbeing Offer' is in draft for Ringland – based on assessed need – this will be reviewed and developed further following community engagement
- Mapping of programmes has been completed for Ringland and is underway for Pillgwenlly. Mapping is based on domains of wellbeing and focuses on general population activities and those for more vulnerable/at risk groups/individuals.
- The Service Lead is working with key agencies and LA hub managers to negotiate delivery existing programmes on a place basis if not doing so already.
- A Community Health Profile has been developed for Ringland and work has commenced on a profile for Pillgwenlly.

2. Identify ways that hubs can be centres for well-being resources in the community

- LA hubs are to open late September 2019. Discussions are taking place with new hub managers in Ringland and Pillgwenlly with regard to developing the wellbeing offer.
- 'Mapping' of community organisations, schools GP practices and other community assets completed for Ringland and underway for Pillgwenlly.
- Meetings have taken place with range of partners and programmes to discuss involvement in IWN including DWP, CAB, MIND, Platform, Newport Live, Newport City Homes, Age Cymru, Supporting People, Multi Sport, Children's Services, Community Connectors, Living Well Living Longer, Exercise on Referral, GAVO, NCNs
- A range of satellite and ultimately connected wellbeing centres are being identified in target communities as part of the wellbeing network.

3. Develop the well-being 'workforce' (people delivering services and support)

- Mapping of connecting and linking roles has been completed across a range of agencies, including workforce in a 'support' or assessment role. Core competencies for wellbeing are in draft.

4. Ensure easy access to well-being information and support

- Work has been completed to review existing 'champion' roles.
- A review of ASKSARA is continuing across Gwent.
- A Social Prescribing Discussion Paper has been developed in relation to strengthening and supporting referrals from GPs and other health and social care professionals.
- Discussions with regard to digital technology support for wellbeing are taking place.
- Discussions are taking place with DEWIS with regard to local requirements.

Reform child and adolescent mental health services to provide a more integrated approach across health, education and social care (The ICEBERG Model)

Recognising that early and accessible support for families with children experiencing emotional and mental health issues, is a shared priority for Newport Council and Aneurin Bevan University Health Board. Improved access can support enhanced placement stability for children in the looked after system, and can provide much needed early and non-stigmatised support to families. This programme works with community resources such as psychology and local schools through a 'whole schools' approach, to provide one front door for access, and better coordinated support across the four tiers of the system, reducing long waiting lists, escalation and crisis.

To date the programme has delivered:

- A Single Point of Access for Newport launched in March 19 and was an expansion of existing multi-agency referral point
- Family Intervention Team- Due to start in Newport from October 2019
- Parent and Infant mental Health service PIMHS operational since the start of April 2019
- 1 ½ days a week of a Psychotherapist specifically to work into Newport, initially as a scoping exercise and then in developing support, consultation to staff, specific interventions and training to staff.
- Development of academic training with University South Wales
- Development of specialist interventions – PND Wellbeing group, Watch, wait and wonder group (Beginning Aug – Oct 2019) Development and rolling out of Parent Infant MH training for staff (beginning Sept 2019)
- Working with FS managers and generic HV services to enhance service delivery
- Liaison with local services and groups – NCN, SPACE wellbeing, Baby & Me, NCC partnership community
- Liaison and link to UK wide organisations – PIP-UK
- Days of multi-agency staff have been allocated to also work in Newport and these temporary roles will upskill the practitioners and promote wider roll out of skills to parents and infants in Newport.

Home First – Admission Avoidance Service

The Home First service has been fully operational within the 2 District General Hospital sites in Gwent: Royal Gwent Hospital and Neville Hall Hospital since November 2018. The service is an admission avoidance service delivered at the hospital front door by the 5 Gwent Local Authorities. One of the many transformational elements to this service delivery provision is an opportunity for local authorities to work across organisational boundaries for the first time providing accelerated assessment and short-term care packages for citizens irrespective of their normal place of residence. The service is developed to complement existing step up/down facilities with clear pathways back "home". Admission avoidance is underpinned by the Welsh

Government's Delivery Unit (DU) four discharge pathways for patients, two of which form part of the Guidance for winter planning 2019/20.

The service also provides a bridging service to enable people to be discharged earlier than planned from the hospital admission units, for example where a care provider has been identified but cannot start for several days Home First will provide the care until the identified long-term care provider is in place. This aims to reduce length of stay and provide better outcomes for people and their carers. The Home First model provides clear alignment with community frailty services.

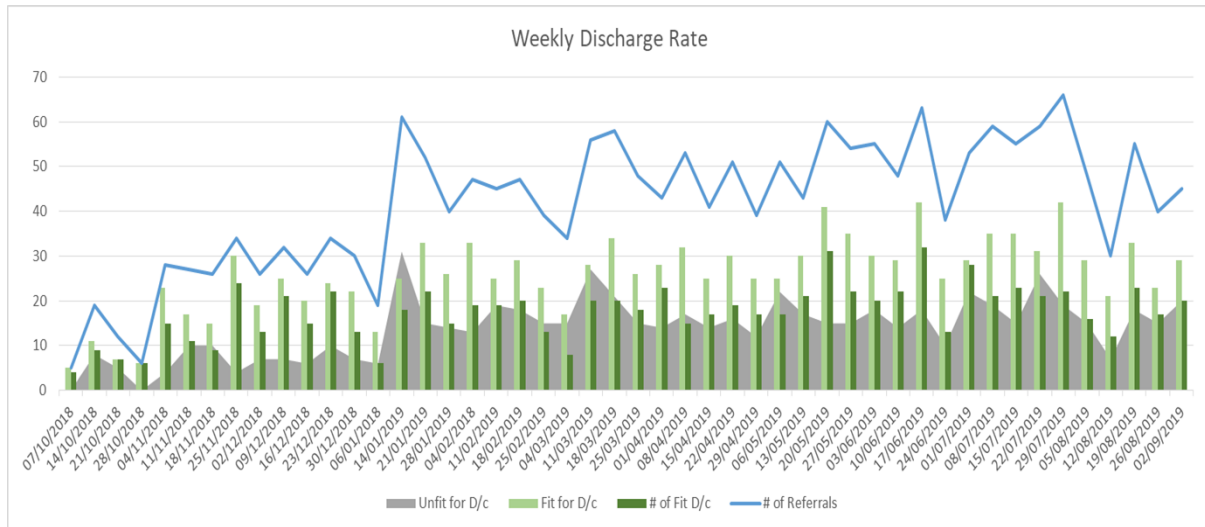
The service is acknowledged as an enabler for organisational and cultural change with the ability to change the discharge narrative across health, social care & third sector, with this in mind a workshop was delivered in July 2019, to ask what the next steps would be in order to truly support an integrated patient discharge. The workshop had representation from each Local Authority social care team, general practitioners, consultant medical staff, nursing staff, therapists and senior management. The workshop highlighted several areas where change would support and improve process and patient experience:

- Strengths based assessment process in hospital- What Matters to You?
- 4 questions for discharge- What is the matter with me? What will happen to me today? What is needed to get me home? When will I go home? Which provides a coproduced discussion between clinician and patient
- In-reach and trusted assessor service for social care, this will reduce the over referral to social care from wards and provide support for clinical teams. Over referral is estimated at between 32-40%
- Review all patient and carer literature on admission, this has been completed and supported by the Community Health Council (CHC)
- Revisit existing roles within the discharge process and realign those with the Home First ethos. Providing an opportunity for those individuals to work across organisational boundaries and a greater understanding of community services. The roles will also become part of the Home First service.
- The opportunity for rotation within the Home First service from within the hospital service to increase capacity and develop a stepped cultural change within the hospital setting.
- Reduce duplication within the discharge process.
- Stop thinking front door/back door in discharge and start thinking whole system, 70% of patients who are admitted into hospital are known to the community teams.
- The important role which pharmacy plays within the patient discharge
- Realign the third sector Service Level Agreements to reflect service change, there is currently over £730,000 spent on commissioned third sector discharge services across Health and Social Care.

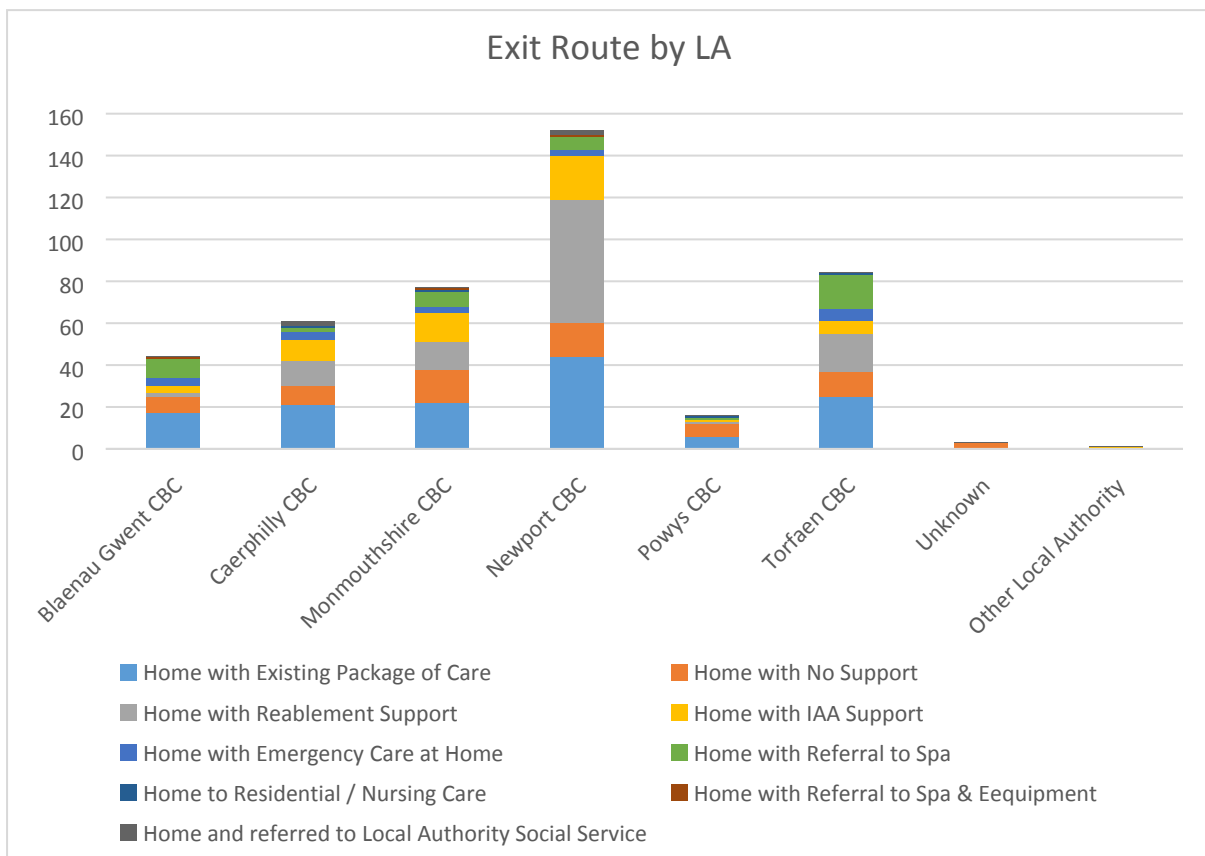
In order to further maximise the impact of the service four time limited task and finish groups have been developed:

- Revisit existing roles within patient discharge
- The role of Trusted Assessor
- The optimum In Reach service model for Gwent
- Complex Discharge

The diagram below illustrates the outcomes achieved by the service-referral rates into the service since its inception, the number of discharges the service facilitated and clearly outlines those patients who were medically unfit therefore unable to be discharged.



The information below illustrates the number of discharges broken down by Local Authority area, the information also aims to explain the service provided to individuals in order to facilitate the discharge from hospital.



Initial Programme Budget Agreed With Welsh Government

	Apr-Jun 19	Jul-Sep 19	Oct-Dec 19	Jan-Mar 20	TOTAL 19/20
					£
INTEGRATED WELLBEING NETWORKS SCHEME	£118,235	£118,235	£118,235	£118,235	£472,939
TRANSFORMATION MODEL OF PRIMARY CARE	£727,005	£1,232,358	£1,793,016	£1,919,238	£5,671,617
ICEBERG MODEL	£448,617	£585,467	£617,000	£662,916	£2,314,000
GWENT WIDE HOME FIRST MODEL	£184,770	£317,425	£317,425	£317,425	£1,137,044
WELLBEING WORKFORCE FOR GWENT	£96,650	£96,650	£96,650	£96,650	£386,600
TOTAL TRANSFORMATION POSITION	£1,575,276	£2,350,134	£2,942,325	£3,114,463	£9,982,200

Spend Forecast As At August 2019

	Apr-Jun 19	Jul-Sep 19	Oct-Dec 19	Jan-Mar 20	TOTAL 19/20
					£
INTEGRATED WELLBEING NETWORKS SCHEME	£73,974	£151,897	£114,412	£112,857	£453,139
TRANSFORMATION MODEL OF PRIMARY CARE	£723,160	£1,002,539	£1,375,653	£1,391,109	£4,492,461
ICEBERG MODEL	£183,071	£513,091	£688,854	£928,984	£2,314,000
GWENT WIDE HOME FIRST MODEL	£150,000	£150,000	£150,000	£567,044	£1,017,044
WELLBEING WORKFORCE FOR GWENT	£32,608	£57,791	£124,762	£124,762	£339,924
TOTAL TRANSFORMATION POSITION	£1,162,813	£1,875,319	£2,453,680	£3,124,756	£8,616,569

Mae'r dudalen hon yn wag yn

Proposal Title:	Gwent Transformation Programme 'Delivering a seamless system of care for Gwent'
Reporting Quarter:	Quarter 2 - 1 Apr 2019 to 30 Jun 2019
Reporting Date:	July 2019
Contact:	Dr Emily Warren

A brief summary of progress within the project from beginning to the current quarter

Main Achievements between 1 April – 30 June 2019:

Headline Achievements

- Compassionate Communities engagement with all 20 GP surgeries has been successfully completed with small steering groups now set up and running and mentoring has commenced in 7 GP practices
- Talks underway to extend capacity by utilising existing resources (community connectors) in Caerphilly and Blaenau Gwent.
- Cohort one of both the nursing and pharmacy academy are approaching 6 months in role –the pharmacy arm are already started to see indicative benefits of having pre-registration pharmacists in practice – and two nurses have taken up permanent roles in practice. Nursing cohort 2 begins in October
- Delivery plan agreed for 'whole school approach to emotional wellbeing' as part of the ICEBERG model
- SPACE successfully implemented with referral data due to be shortly available but positive outcomes collected from families and a 'promotional' video is currently under commission

In the period between 1.01.19 – 30.06.19 the Home First Teams across the two sites have:

- Seen 930 patients and across this cohort have visited to assess/support 1245 times.
- From this cohort 477 were discharged on 501 occasions (19 had more than one instance of discharge in 6 months)
- 42% of the overall total patients seen were not deemed medically fit for discharge
- 89% of patients deemed medically fit were discharged.
- Admission Avoidance - 30+ patients have been identified as not requiring attendance.

Strategic Programme Delivery

- All four programmes continue to progress at pace, with Q1/Q2 delivery largely on track. The Regional Partnership Board and the Leadership group continue to receive substantive updates on the programme, enable scrutiny and effective collaborative leadership to guide the programme. Governance is robust with an effective framework established with a Programme Leads Operational Group (PLOG) reporting into an Executive led 'Transformation Steering Group' which meets on a three weekly cycle to ensure pace and progress are maintained. Initial milestones across all four programmes have been achieved, but delays to recruitment have caused ongoing effects on some aspects of the programme which has led to some underspend. Programme leads have developed mitigation plans for these and which are currently being scrutinised by the RPB Leadership Group. These are most prominent in the ICEBERG programme and Place Based Care. We are confident that the revised plans will ensure that these risks are mitigated.

Delivery continues to be the primary focus, but as we draw to the close of Q2 the following area areas of ongoing priority:

- **Measuring, capturing and disseminating Impact:** All programmes have analytical capacity and are collective quantitative and qualitative data to demonstrate programme impact. Critically significant emphasis has been placed on capturing patient stories and service user experience, to shape continued model development throughout the remainder of the programme.
- **Sustainability:** Challenge and Support sessions have been held for Directors to take an 'early temperature check' on progress and to inform the development of a process to determine if the programmes are deemed to be delivering the intended outcome, how they can then be upscaled at pace post the end of the transformation funding. An initial sustainability report is due to be received by Leadership Group in September.
- **Evaluation:** Significant work has gone into developing an evaluation framework, which complements national requirements and is fit for purpose to inform the RPB in their decision making role, regarding the outcome of the transformation programmes. A tender is now live on Sell2Wales, and follows a successful market engagement event in July. A contract award will be made in September, with four reports required at specified intervals to align with WG requirements and the Gwent RPB meeting cycle in 2020, alongside the final follow up report in 2021.

- **Engagement**

Ensuring that the staff working across the projects are informed, and engaged as co-producers is critical, as is engaging our public as those who will be using and testing the utility of the new services. We have placed considerable emphasis on engagement and communication, and programmes are in the process of securing communications and engagement dedicated capacity, as we complete Q2. There are now significant changes and outcomes to communicate, and engagement will be critical with staff and the public to help programme leads to determine, what works well.

We have:

- Held a regional engagement event for each programme during July, where early outcomes for each programme were articulated and a series of questions posed in group work format to help inform future planning.
- Ensured that the Transformation Programme has had a profile at a range of regional events and relevant working groups including internal committees of the Health Board.
- Established a formal meeting mechanism with GSWAG to ensure alignment between the PSB priorities across Gwent and the transformation programme. Specific links have been made with the Integrated Wellbeing Network programme and the Place based care Programme. Through links with the Early Action on ACE Board the ICEBERG programme is also well linked.
- Presented at National Conferences including the WCVA Annual Conference
- Presented to each of the RPB Strategic Boards, which includes Carers, Adults, LD and Mental Health and Housing.

Tudalen 91

Change Achieved

- **ICEBERG:** The introduction of the SPA is slowly embedding a different referral pathway and a change in culture for GPs particularly. Feedback from the LMC is positive but highlighted that the implementation of such significant change at such pace, did not facilitate effective consultation. This reflection is key, and requires considerable careful thought in the pace at which change is being made.
- **HOMEFIRST:** The culture change required is slowly embedding, with the 'trusted assessors' becoming more known and understood. Significant analytical evidence is available to demonstrate the extent of hospital admission avoidance, and the improved discharge time. Initial workshops have been held to consider how to widen and develop the model to spread change management across the entire model, rather than just the prevention of avoidable admissions.
- **IWN:** Significant engagement work has been undertaken to galvanise community resources, in the mapping, networking and analysis of capacity. It is recognised that the PSB have a key role to play and link officers have been identified. Much progress is around 'traction' of the concept and an understanding that how community resources are planned and delivered to support seamless care and improved wellbeing is critical to success. All five locality leads are now in the process of developing implementation plans.
- **Place Based Care:** There is real buy in and traction across Gwent, led by the local authorities and Health Board, the Compassionate Communities Model is finding its 'Gwent Feet' as a set of principles to guide the planning and re modelling of services. As critical partners GPs have engaged with this programme, with mentoring and development support already underway, and discussions around upscaling already being considered. This work in particular is timely in that it will inform the first iteration of NCN IMTP in September.

Tudalen 92

INTEGRATED WELL BEING NETWORKS Milestones for delivery during Q2 (April to June 2019)

Description of the Target	Date by when it should be achieved	Action taken / outputs
<p>Programme objective 1: Establish place-based co-ordination and development of well-being resources</p> <ul style="list-style-type: none"> ○ 1.1 Map existing programmes aimed at promoting well-being or co-ordinating use of resources on a place basis and take action to ensure alignment with IWNs ○ 1.2 Place Based Well-being Networks: Phase1 – verify the well-being assets of the area and engage participation in the place based collaborative Well-being Networks / forum ○ 1.3 Identify key engagement networks & contacts in each locality ○ 1.4 Develop a plan of opportunities and appropriate methods for collaborating with the community in each LA area to develop well-being information, advice and assistance, including under-represented groups 	<p>30th June 2019</p>	<ul style="list-style-type: none"> ○ Key programmes have been mapped in all areas and links have been made with PSBs and Integrated (health & social care) Partnerships. Work to align key programmes to IWNs has begun and will continue. ○ Initial geographical ‘places’ have been identified for establishing well-being networks and assessing the potential to deliver existing programmes on a place basis. In Torfaen, Blaenavon and Llanyrafon have been agreed; Newport around the East and West of the city linked to 4 developing hubs; Caerphilly in Rhymney, Bargoed and Lansbury Park; in Blaenau Gwent places are being agreed. ○ The programme team have utilised the mapping already undertaken as part of the initial baseline review as a starting point for identifying and engaging community well-being assets, and have been verifying this information and making further contacts. This will be an ongoing activity and partners will continually be engaged and invited to join the well-being networks. ○ Plans are progressing in all areas for establishing initial well-being network meetings in the next quarter, involving identified partners. A place-based collaborative is beginning to develop in Blaenavon in

Tudalen 93

		<p>the form of a ‘Healthy Blaenavon Steering Group’ which will hold an initial workshop in July.</p> <ul style="list-style-type: none"> ○ The Community Development and Engagement Practitioner has identified and made links with PSB Engagement Groups and officers involved in public engagement and community development across various organisations in order to establish how these functions can support Integrated Well-being Networks, and what techniques are already being used ○ Profiles for each area are in development, including key demographic groups and appropriate methods for engagement, in order to inform the work of place based well-being networks as they are established ○ Work to re-develop the Community Health Champions programme alongside GAVO has been accelerated, and a review of the existing programme and new delivery model are being developed. This will align with Compassionate Communities
<p>Programme objective 2: Identify ways that hubs can be centres for well-being resources in the community</p> <ul style="list-style-type: none"> ○ 2.1 Verify well-being ‘offer’ within hubs in the place and engage them in the place based Well-being Network 	<p>30th June 2019</p>	<ul style="list-style-type: none"> ○ A summary of hubs, what they offer and whether they are engaged and networked with each other is being developed in each area, utilising the existing baseline review mapping. ○ There has been engagement with a range of hubs in each area to align with IWNs at an early stage and identify ways to develop a network of hubs. This will continue in quarter 3. For example, in Caerphilly there are plans for creative mapping exercises to generate community owned well-being maps for Rhymney. In Torfaen the Service Development Lead will work closely with Bron Afon on the launch and implementation of their Pontypool hub in order to links IWNs at the earliest stage of development. In Newport where hubs are newly developing, liaison will take

Tudalen 94

		<p>place with hub managers when they are appointed, and background work is being undertaken on an 'ideal' hub offer, linked to community profiles and other intelligence.</p>
<p>Programme objective 3: Develop the well-being 'workforce' (people delivering services and support)</p> <ul style="list-style-type: none"> ○ 3.1 Verify Linking Roles in the locality and engage them in the Place based Well-being Network 	<p>30th June 2019</p>	<ul style="list-style-type: none"> ○ Verification and updating of linking role mapping is being undertaken in all areas. In Torfaen, this has been linked to work being undertaken by the NCNs and overseen by the Integrated Partnership. ○ In North Caerphilly and Blaenau Gwent, this work has been aligned to the development of Compassionate Communities, to ensure best use is made of the resource already in place

PLANNED MILESTONES FOR THE NEXT QUARTER – Q3. JULY 2019 TO SEPTEMBER 2019

1. Establish place-based co-ordination and development of well-being resources

1.3 Establish place based collaborative Well-being Networks (by 30th September 2019)

Phase 2: Establish network / forum – aim to determine:

- Collective understanding of what a well-functioning place based well-being approach looks like,
- What it means for individuals
- A common set of values
- What is currently preventing this from working well and opportunities for improvement?
- How community engagement and co-production will be embedded in the place based Well-being approach

2. Identify ways that hubs can be centres for well-being

2.2 Develop and implement a plan (by 30th September 2019) to:

- develop the well-being offer in public sector hubs
 - Increase connectivity between hubs to enable place based collaborative working
- (N.B. This may align with Place based Well-being Network priorities and improvement projects)

3. Develop the well-being 'workforce' (people delivering services and support)

3.2 Facilitate a local workshop(s) to:

- Develop a collective understanding of what a well-functioning place based well-being approach looks like
- Map current referral pathways for 'linking roles'
- Identify what is working well
- Identify opportunities for improvement
- Identify how Compassionate Communities will complement this (N Caerphilly & Blaenau Gwent)

3.4 Facilitate mapping of the well-being workforce in each Place-based Well-being Network, and co-production of a training plan aligned to agreed vision and values

4. Ensure easy access to well-being information and support

4.1 Facilitate Mapping existing approaches to communicating WB information in each Place-based Well-being Network, and co-production of a communications plan

2. PLACE BASED CARE

Tudalen 96

Description of the Target	Date by when it should be achieved	Evidence required
Workforce stabilisation phase one – All posts with practice agreement to fund post transformation have been given go ahead	End Q2	Recruitment update from each HOS Five posts are appointed too, the remainder are still to be appointed too MH division are currently working up their offer to support the initiative to ensure that the existing service is not destabilised
Workforce stabilisation phase one –for all posts without practice agreement to fund post transformation are still to be fully agreed, options appraisal is currently under review with divisional leadership team	End Q3 End July	Financial/Workforce risk has been quantified SLT are currently deciding on how to proceed with the wider organisation
Compassionate Communities – Engagement with all 20 GP surgeries through bi-monthly steering groups and coaching/mentoring	End Q2	Steering groups are now set up and running separate from NCN meetings, coaching/mentoring has commenced in 7 practices

Compassionate Communities – Identification of practice based community connector resource	End Q2	BG have committed resource from connectors available, An agreement with Caerphilly to appoint additional connectors has been reached
Compassionate Communities – Commencement of MDT sessions and GP fellows to be recruited as backfill	End Q2	MDTs have now taken place across 4 practices and 3 GP fellow post are out to advert
Compassionate Communities – Recruitment of IT post and implementation of common IT platform	End Q2	IT post appointed too and connector forms have developed and sent to Vision for implementation
Dental contract reform phase one – Introduced and complete by April 2019	End Q1	11 practices signed up and working to revised UDA rate
Dental oral health improvement – Practitioner appointed and programme underway	End Q1	Programme monitoring on monthly basis, outcome measures developed
Dental early years access – Team appointed and programme underway	End Q1	Programme monitoring on monthly basis, outcome measures developed
Training academy – Pharmacy cohort one	End Q1	Cohort one appointed and currently on rotation with agreed training practices – outcome measures developed

Training academy – Nursing cohort one	End Q1	Cohort one appointed and currently on placement with agreed training practices – outcome measures developed
IAA: Increased capacity of IAA service (support worker capacity)	End Q2	Capacity in place. Aligns support of current social care support to Compassionate Communities/IWN

QUARTER 3 MILESTONES: PLACE BASED CARE

Proposed milestone	Date by when it should be achieved	Notes
Workforce stabilisation phase one – staff to be inducted and in post	End Q3	Outcomes measurements to be developed and agreed
Workforce stabilisation phase two – opportunity to be extended to remaining practices that have been identified to have sustainability challenges Staff to be appointed to by end September	End Q3	Practices to be identified and approached with offer of 6 months funding to test new extended roles

Tudalen 98

Compassionate Communities – Introduction of discharge liaison model across community hospitals in first instance and secondly complex patients in acute hospitals	End Q3	DLN staff calling practices to report discharges on same day. Work ongoing to introduce phases one and two, phase three; calling practices for all noncomplex patients is being process mapped ahead of agreeing how to implement
Compassionate Communities – Recruitment of education post in partnership with third sector	End Q3	GAVO have provided initial offer – to be reviewed and agreed by divisional leadership
Dental contract reform phase two – offer will be given once again to all practices in Gwent	End Q3	Expressions of interest for phase two required by end of August for October start date
Training academy – Therapies cohort one	End Q3	Meeting to discuss options for September cohort scheduled for July
Training academy – Nursing cohort two	End Q3	Second cohort have been appointed to and commence 17 th October
KPIs and robust evaluation process to be agreed and shared with all practices for all work streams	End Q3	All KPIs to be agreed and in place
Communication Strategy to be developed and agreed	End Q3	TBC
Accommodation Strategy to be developed and agreed	End Q3	TBC

Outcome measures across each programme work stream	End Q3	To be developed and monitored in line with individual work stream aims and objectives
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3. THE ICEBERG MODEL / CAMHS TRANSFORMATION

Description of the Target	Date by when it should be achieved	Evidence required
Development of logic models for the overall programme and each individual component	June 19	Target achieved - logic models using the WG theory of change template have been developed for each programme workstream together with an overarching programme logic model.
Commence implementation of Peer Support	June 19	Target achieved - Peer Support implementation (Gofal 4YP) has commenced. Waiting list issues left by previous peer support provider have been successfully resolved
Commence implementation of Community Family Intervention	June 19	<p>Target not achieved – as a result of significant delays in the procurement process and recruitment challenges, full operational implementation of this service will commence in September 2019.</p> <p>Full value from the contract (tender was awarded to Action for Children) will be ensured by (1) increasing the geographical coverage of the service in the 19/20 period (the service will cover the LA areas of Newport and Torfaen, significantly over 1/3 of the Gwent region); (2) increasing staffing levels to ensure sufficient provision to these areas; (3) undertaking preparedness work that will enable delivery to the Blaenau Gwent and Monmouthshire LA areas from April 20.</p>

Tudalen 101

		Start date for Blaenau Gwent / Monmouthshire may be moved forward (to January 20) using programme slippage.
Develop programme plan with focus on initial implementation for Community Psychology	June 19	Target achieved – workstream delivery plan has been developed for implementation in Q3. Implementation plan is staggered as a result of delayed start dates for Community Psychology staff commencing in some LA areas. Plan is being presented to CAMHS Transformation Steering Board in July 2019.
Develop programme plan with focus on initial implementation for Parent-Infant mental Health	June 19	Target achieved – workstream delivery plan has been developed for implementation in Q3. Plan includes provision of training, supervision and consultation; access to psychotherapy; integration of parent-infant mental health focus in early years developments including ‘early responsiveness team’.
Finalise plan and undertake recruitment for whole-school approach to emotional wellbeing	June 19	Target not achieved. Recruitment for ABUHB post has been completed but recruitment for Education-hosted posts has had to go through SLA (which has been developed). Aim is that posts will be interviewed for in July and August 2019. Workstream plan has been developed but not all objectives have been met within planned timescale as a result of recruitment delays and limited capacity across partners to progress the work. Meeting with Senior Leaders is being scheduled for August to review and revise workstream plan.

QUARTER 3 MILESTONES: ICEBERG

Programme	Proposed Milestones
CAMHS transformation / Iceberg Model	<ul style="list-style-type: none"> • Complete procurement for programme evaluation • SPACE-Wellbeing: initial evaluation / early learning with recommendations • Whole-school approach: complete recruitment, commence consultation to support development of Regional approach, review and revise workstream plan • Community Psychology: commence implementation • School nursing: commence implementation of training plan, commence service delivery • Develop stakeholder and public engagement strategy and commence implementation • MyST commence operational delivery in Blaenau Gwent and Monmouthshire

Tudalen 103

4. HOMEFIRST

Description of the Target	Date by when it should be achieved?	Evidence required
Undertake a gap analysis across Gwent in order to determine current availability of third sector service	By Sept 2019	A Gap Analysis has started to be completed across third sector agencies. Aligned to this is the review of ICF provision across the

Tudalen 104

<p>and securing a Gwent wide approach.</p>		<p>third sector and WAG funded projects for example Red Cross (Pastoral Care in the RGH) and Care & Repair</p>
<p>Procure Service and provide contract for the successful service provider</p>	<p>By April 2020</p>	<p>This will commence following outcome of the analysis.</p>
<p>Third Sector organisation appointment for discharge support in the community – providing a pathway from statutory services.</p>	<p>By April 2020</p>	<p>This will commence following outcome of the analysis.</p>
<p>Learn Lessons from the first 6 months of service delivery to ensure that the service is proactive and supports core service delivery.</p>	<p>By June 2019 and ongoing review.</p>	<ul style="list-style-type: none"> - Identification of key stakeholders to support implementation, delivery and review. This is ongoing and forms part of the communication strategy. - Recruitment of Home First staff on both sites is now complete. A dedicated team in place prior to launch would have been a preferred option to support consistency, engagement and identity.

Tudalen 105

		<ul style="list-style-type: none"> - IT requirements on both sites are now in place and have improved the operational requirements. IT requirements and infrastructure prior to launch would have been a preferred option. - Identified base to locate the Home First Team on both sites prior to launch would have been a preferred option. There have been challenges with finding suitable space to operate from which has impacted on visibility, engagement and development of the service. There is an agreement that Home First will have desk space within the Hub on NHH site when it moves location which is expected to have a significant impact on coproduction between health and the service. - Understanding of demand as the project has developed and embedded into practice. Demand patterns will support the review of the service and operational requirements going forward and options for sustainability. - Understanding and recognition of the different identities, cultures and operational processes of each site was and remains a key requirement in the future provision and sustainability of the service.
<p>The Home First service will develop a communication strategy that supports delivery of the service. The strategy will be both inward and external facing and will be undertaken in a number of ways to ensure the widest spread possible</p>	<p>Ongoing</p>	<p>There have been a number of key developments which include</p> <ul style="list-style-type: none"> - Home First video which is on social media, ABUHB website etc - Information about the service has been published in ABUHB newsletters. - Information about the service has been published in the local area of one of the main sites. - A leaflet is currently being developed for wards/patients/families etc

Tudalen 106

<p>i.e social media, patient literature and face to face engagement exercises.</p>		<ul style="list-style-type: none"> - Key links between Home First and the Local Authorities are continuing to be developed to disseminate information about the service. - There is ongoing work to enhance and improve communication with key stakeholders to ensue Home First is at the forefront of discharge planning on the identified wards.
<p>The data collated illustrated a number of key findings about current admission system and a greater level of analysis is required to:</p> <ul style="list-style-type: none"> - Understand admission of patients who could be cared for within their own home, the length of stay for these patients and the access to packages of care – whether the time of the assessment has an impact on the availability of POC's. - Ensure that discharge forms are signed off as quickly as possible - Potential to spread Home First discharge ethos across existing discharge processes. Develop 	<p>Ongoing monthly reporting</p>	<p>There is now a dedicated part time resource attached to Home First to support a more in-depth data analysis. Ongoing recruitment for the remainder of the resource available is being undertaken.</p> <p>There will be an ongoing review of the data collected to ensure accurate definition and consistency when recording. This is critical to ensure the analysis and identified outcomes are a true representation which may influence and identified changes in for example, culture/working practices/processes.</p> <p>In the period between 1.01.19 – 30.06.19 the Home First Teams across the two sites have:</p> <ul style="list-style-type: none"> - seen 930 patients and across this cohort have visited to assess/support 1245 times.. - From this cohort 477 were discharged on 501 occasions (19 had more than one instance of discharge in 6 months) - 42% of the overall total patients seen were not deemed medically fit for discharge

Tudalen 107

<p>a scoping exercise to understand how these processes can be aligned using the Home First approach and brand.</p>		<ul style="list-style-type: none"> - 89% of patients deemed meeically fit were discharged. <p>An immediate overview of data also includes -</p> <p>Admission Avoidance - 30+ patients have been identified as not requiring attendance. Further information is being collated around what could have been done in the community to prevent this. The information collated is an opportunity to link in with key stakeholders including third sector/primary care etc.</p> <p>Ongoing work is being undertaken to determine between each Local Authority the discharge pathways to support any potential future alignment.</p> <p>There is now a clear increase in the number of referrals to Home First which is reflected in the increased number of weekly discharges.</p>
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SUMMARY OF Q3 PROPOSED MILESTONES: HOMEFIRST

Tudalen 108

Programme	Proposed Milestones
HomeFirst	<p>Map IAA across the Authorities to support discharge Pathways. Review the interface for Home First and consider how Home First as an ethos supports an integrated discharge pathway across the hospitals.</p>
	<p>Identify Funding Streams for existing Third Sector Agencies to support any review and alignment for future hospital discharge/community support services.</p>
	<p>Ongoing review of Communication Strategy to include:</p> <ul style="list-style-type: none"> - Engaging key stakeholders - Interface with Third Sector providers - Ongoing interface with operational staff to support a review and further development/design/requirements of Home First

Tudalen 109

	<p>The data will be produced in line with the agreed PI's on a monthly basis and reported through agreed channels to support evaluation/analysis and outcomes for change.</p>
	<p>Home First to track cases that are not discharged and are admitted into hospital. The information obtained from the patient journey will support ongoing work and interface in relation to Home First as a service and brand.</p>
	<p>Review of the demand and requirements to inform the ongoing operational delivery.</p>

Mae'r dudalen hon yn wag yn

Programme Overview

Regional Partnership Board Organisational Development: A Healthier Wales emphasises the role of the Regional Partnership Board as having a 'key role in driving development at a local level of models of health and social care' and acting as the 'key driver of change'. Given the complex landscape in Gwent with six sovereign bodies, the RPB have commissioned the Bevan Commission and Social Care Wales, to work with us to explore options for an effective 'collaborative' operating model, which drives the delivery of local seamless services. Work commenced in July with an initial options paper due to be received by the RPB in January 2020. This demonstrates the commitment in Gwent to the implementation of A Healthier Wales, but also the challenge and complexity involved in moving to a more integrated framework for the regional planning, commissioning and delivery of health and social care services.

Integrated Wellbeing Networks: An approach to maximising community assets to support improved population wellbeing. In line with the expectations of the Wellbeing of Future Generations (Wales) Act 2015, the Regional Partnership Board has invested in this programme to enhance our prevention capabilities across Gwent. The programme has funded five small teams based on a local authority footprint to map community assets, build an effective wellbeing network and link existing resources to prevent duplication and maximise impact. Already in Blaenavon the community assets map has been completed, and a working group established to direct activity on the ground. Key areas of focus will be the 'community estate' considering where a 'hub' approach to improve wellbeing will be effective; enhancing Information, Advice and Assistance capabilities (IAA) for example linking up GP practices with community care navigators. Recognising that improving population health and wellbeing is a core goal of the Public Service Boards, this programme has been adopted as the first official 'pilot' to test joint working between the PSB's and RPB. It is expected that the transformation funding will act as an accelerator to establish the networks, which will then be self-sustaining, improving knowledge and coordination around wellbeing across Gwent. The networks will be a core foundation of the next round of PSB Plans and the Gwent RPB Area plan, demonstrating how services will be mapped and planned in a more seamless way to improve wellbeing.

Place Based Care: The Gwent RPB adopted the principles of place based care, recognising that our citizens want more care closer to home, that is easily accessible, more integrated and enables their independence in the community. As such the place based care programme was constructed to help deliver a greater range of services in the community, and to accelerate greater collaboration between health, social care housing, public health and third sector partners- recognising that all have a key role to play. The transformation funding is directed at core elements to enable the foundations of a new system to be constructed these are: Compassionate Communities, remodelling of IAA provision, Workforce development, Community Resource Teams, Dental Improvement.

The ICEBERG Model: The transformation funding is directed at 'creating' a new and more seamless model for the delivery of services to support children and families with emotional and mental health needs. The concept is predicated on a greater collaboration between health, social care, education and community resources to

provide a single point of access into the system, and more capacity for support to prevent unnecessary referrals within an overly complex system. Particularly in focus are community and education services and their role in enabling improved support and access. This is the first programme of its kind in Wales, and if proof of concept is achieved could provide a new integrated delivery framework for CAMHs services.

Homefirst: This programme is the initial element of a multi-agency regional discharge and admissions avoidance framework, so that the flow of patients in and out of hospital is more effective, and that patients and their families are receiving the right information, at the right time. Currently, the service is supporting avoidable admissions across Royal Gwent Hospital and Nevill Hall, trusted assessors have been appointed and are embedding well.

Workforce Development: Workforce development is a crucial element of the success of the transformation programme. It is widely evidenced that more multi-disciplinary posts, working in a more collaborative service environment will be required to deliver and sustain transformation. To support this dedicated capacity has been secured through the transformation fund to support workforce mapping and modelling in tandem with the development of the ABCi Academi.

Scrutiny Report

Performance Scrutiny Committee – Partnerships

Part 1

Date: 9 October 2019

Subject Scrutiny Adviser Report

Author Scrutiny Adviser

The following people have been invited to attend for this item:

Invitee:	Role
Meryl Lawrence (Scrutiny Adviser)	Present the Committee with the Scrutiny Adviser Report for discussion and update the Committee on any changes.

Section A – Committee Guidance and Recommendations

Recommendations to the Committee

The Committee is asked to:

1. Committee's Work Programme:

Consider the Committee's Forward Work Programme Update (**Appendix 1**):

- *Are there any amendments to the topics scheduled to be considered at the next Committee meeting?*
- *Are there any additional invitees that the Committee requires to fully consider the topics?*
- *Is there any additional information that the Committee would like to request?*

2. Action Plan

Consider the Actions from previous meetings (**Appendix 2**):

- *Note the responses for the actions;*
- *Determine if any further information / action is required;*
- *Agree to receive an update on outstanding issues at the next meeting.*

3. Information Reports

Note that no Information Reports have been circulated to the Committee

4. Scrutiny Letters/ Public Services Board Minutes

Following the Scrutiny Letter being sent to the Public Services Board with the Committee's comments upon the Well-being Plan Annual Report 2018-19 following the 26 June Meeting, the Minutes of the Public Services Board held on 4 October will be circulated to the Committee once approved.

2 Context

Background

- 2.1 The purpose of a forward work programme is to help ensure Councillors achieve organisation and focus in the undertaking of enquiries through the Overview and Scrutiny function. Effective work programming is essential to ensure that the work of Overview and Scrutiny makes a positive impact upon the Council's delivery of services.
- 2.2 Further information about the work programming process, including the procedures for referring new business to the programme, can be found in our Scrutiny Handbook on the Council's Scrutiny webpages (www.newport.gov.uk/scrutiny).
- 2.3 The Centre for Public Scrutiny's Good Scrutiny Guide recognises the importance of the forward work programme. In order to 'lead and own the process', it states that Councillors should have ownership of their Committee's work programme, and be involved in developing, monitoring and evaluating it. The Good Scrutiny Guide also states that, in order to make an impact, the scrutiny workload should be co-ordinated and integrated into corporate processes, to ensure that it contributes to the delivery of corporate objectives, and that work can be undertaken in a timely and well-planned manner.

Forward Work Programme Update

- 2.4 The Committee's work programme was set in June 2018, including estimated timescales for when the reports will be considered by the Committee. This programme is then managed and implemented by the designated Scrutiny Adviser for this Committee under the direction of the Committee Chairperson.
- 2.5 Attached as **Appendix 1** is the Committee's Forward Work Programme Update. The Committee is asked to consider:
- *Any amendments to the topics scheduled to be considered at the next Committee meeting?*
 - *Are there any additional invitees that the Committee requires to fully consider the topics?*
 - *Is there any additional information that the Committee would like to request?*

The Committee agreed to keep a degree of flexibility within its work programme to enable the Committee to respond to urgent / emerging issues. This item is an opportunity for the Committee members to raise any suggested amendments to the Work Programme.

Action Sheet from Previous Meetings

- 2.6 Attached at **Appendix 2** is the Action Sheet from the Committee meetings. The updated completed actions are included in the table.
- 2.7 Any actions that do not have a response will be included on the Action Sheet at the next meeting to ensure that the Committee can keep track of outstanding actions.

Information Reports

- 2.8 There were no Information Reports circulated to the Committee.

Scrutiny Letters / Public Services Board Minutes

- 2.9 A Scrutiny Letter was sent to the Public Services Board Meeting with the Committee's comments upon the Well-being Plan Annual report 2018-19 from the 26 June Meeting. The Minutes of the Public Services Board held on 4 October will be circulated to the Committee once approved.

3 Information Submitted to the Committee

3.1 The following information is attached:

Appendix 1: The Committee's Forward Work Programme Update;

Appendix 2: Action Sheet from Previous Meetings.

4. Suggested Areas of Focus

Role of the Committee

The role of the Committee in considering the report is to:

- **Forward Work Programme Update - Appendix 1**
Consider:
 - Are there any amendments to the topics scheduled to be considered at the next Committee meeting?
 - Are there any additional invitees that the Committee requires to fully consider the topics?
 - Is there any additional information that the Committee would like to request?
- **Action Sheet from Previous Meetings - Appendix 2**
 - Consider the responses to the actions from the meeting;
 - Are you satisfied that you have received the necessary information?
 - Are there any further issues arising from the responses that you would like to raise?
 - For the actions that do not have responses – these actions will be rolled over to the next meeting and reported back to the Committee.
- **Information Reports**
Note that no Information Reports were circulated to the Committee.
- **Scrutiny Letters / Public Services Board Minutes**
Note that the Minutes of the Public Services Board on 4 October 2019 (when the Scrutiny Letter containing the Committee's comments upon the Well-being Plan Annual report 2018-19 from the 26 June Meeting were submitted to the Public Services Board) will be circulated to the Committee once approved.

Section B – Supporting Information

5 Supporting Information

- 5.1 The Corporate Assessment, and the subsequent [follow up assessment](#) provide background information on the importance of good work programming. Specific reference is made to the need to align the Cabinet and Scrutiny work programmes to ensure the value of the Scrutiny Function is maximised.
- 5.2 The latest Cabinet work programme was approved by the Cabinet on a monthly basis for the next 12 months and includes the list of reports scheduled for consideration. Effective forward planning by both Cabinet and Scrutiny needs to be coordinated and integrated in relation to certain reports to ensure proper consultation takes place before a decision is taken. A link to the Cabinet work

programme is provided [here](#) to the Committee as part of this report, to enable the Committee to ensure that the work programmes continue to reflect key decisions being made by the Cabinet.

6. Links to Council Policies and Priorities

- 6.1 Having proper work programming procedures in place ensures that the work of Overview and Scrutiny makes a positive impact upon the Council’s delivery of services, contributes to the delivery of corporate objectives, and ensures that work can be undertaken in a timely and well-planned manner.
- 6.2 This report relates to the Committee’s Work Programme, Actions from Committee’s and Information Reports that support the achievement of the Scrutiny Committee, in accordance with the Law and Regulation Service Plan, Objectives, Actions and Measures and the Wellbeing objectives:

Well-being Objectives	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
Corporate Plan Commitments	Thriving City	Aspirational People		Resilient Communities
Supporting Function	Modernised Council			

7 Wellbeing of Future Generation (Wales) Act

- 7.1 The Wellbeing of Future Generations Act 2015 which came into force in April 2016 sets the context for the move towards long term planning of services.
- 7.2 **General questions**
- How is this area / policy affected by the new legislation?
 - How will this decision / policy / proposal impact upon future generations? What is the long term impact?
 - What evidence is provided to demonstrate WFGA has been / is being considered?
 - Evidence from Community Profiles / other data?
 - Evidence of links to Wellbeing Assessment / Objectives / Plan?
- 7.3 **Wellbeing Goals**
- How are the Wellbeing goals reflected in the policy / proposal / action?
 - *A prosperous Wales*
 - *A resilient Wales*
 - *A healthier Wales*
 - *A more equal Wales*
 - *A Wales of cohesive communities*
 - *A Wales of vibrant culture and thriving Welsh language*
 - *A globally responsible Wales*

7.4 Sustainable Development Principles

- Does the report / proposal demonstrate how as an authority we are working in accordance with the sustainable development principles from the act when planning services?
 - **Long Term**
The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs
 - **Prevention**
How acting to prevent problems occurring or getting worse may help public bodies meet their objectives
 - **Integration**
Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies
 - **Collaboration**
Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives
 - **Involvement**
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.

8 Background Papers

- [The Essentials - Wellbeing of Future Generation Act \(Wales\)](#)
- [Corporate Plan 2017 - 2022](#)
- The Corporate Assessment and [follow up assessment](#).
- [Reports and Minutes of One Newport Public Services Board Meetings](#)

Report Completed: September 2019

Mae'r dudalen hon yn wag yn

Appendix 1

**Performance Scrutiny Committee – Partnerships
– Forward Work Programme Update**

Wednesday, 4 December 2019 at 5pm		
Topic	Information Required / Committee's Role	Invitees
National and Regional Adoption Service	Consider the Annual Report of the National and Regional Adoption Service and determine if it wishes to make any comments.	Strategic Director – People Head of Children and Young People Services Regional Adoption Service Representative.
Update upon Developing Regional Fostering Arrangements	Consider the report upon the development of regional fostering services and determine if it wishes to make any comments.	Strategic Director – People Head of Children and Young People Services.

Wednesday, 5 February 2019 at 5pm		
Topic	Information Required / Committee's Role	Invitees
Education Achievement Service – Business Plan	To consider the draft EAS Business Plan that sets out the priorities, programmes and outcomes to be achieved as part of the consultation prior to its approval and submission to Welsh Government.	Strategic Director – People Chief Education Officer Deputy Chief Education Officer Representatives from the EAS
Well-being Plan Mid-Year Update	To monitor performance of the delivery of the Well-being Plan by the PSB and its progress towards the five Interventions within the Plan.	Chief Executive Head of People and Business Change PSB Intervention Leads

Scrutiny Committee Briefings		
Topic:		Timescale:
Newport LIVE	Overview of the partnership arrangements.	To be arranged (following postponement from 27 Sept due to the number of apologies received)
NORSE	Overview of the partnership arrangements.	
Wastesavers	Overview of the partnership arrangements.	To be arranged

Mae'r dudalen hon yn wag yn

Performance Scrutiny Committee – Partnerships

ACTION SHEET – 26 June 2019:

Agenda Item	Action	Responsibility	Outcome
Public Services Board – Well-being Plan Annual Report 2018-19	Committee’s comments to be sent to the Public Services Board	Scrutiny	Letter sent to the PSB for consideration at October meeting.
Draft Annual Forward Work Programme 2019-20	Appointments for Committee meetings to be confirmed in Members diaries in accordance with agreed schedule of meetings. Topics to be scheduled for Committee meetings in accordance with the agreed Work Programme for 2019-20.	Scrutiny	Actioned.

ACTION SHEET - 10 July 2019:

Agenda Item	Action	Responsibility	Outcome
Education Achievement Service - Value for Money Financial Year 2018-19	Committee’s comments to be sent to the Education Achievement Service.	Scrutiny	To be sent once Minutes approved at this meeting.
Regional Partnership Board - Annual Report 2018-19	Committee’s comments to be sent to the Regional Partnership Board.	Scrutiny	To be sent once Minutes approved at this meeting.

Tudalen 121

Mae'r dudalen hon yn wag yn