

Gwent Public Services Board Performance Management Framework

1. OVERVIEW

The Gwent Wellbeing plan sets out what the Gwent Public Services Board (PSB) intends to achieve through the delivery of its wellbeing objectives. The PSB needs a performance framework to ensure it:

- Can track progress and adjust its actions where necessary
- Is fulfilling its statutory duties
- Can be held to account for delivery

Following approval of the Wellbeing Plan a detailed delivery plan will be developed for each step. This will be a mix of:

- **Regional collaborative activity** - To be overseen and shaped by the PSB. Many of the issues highlighted in the well-being assessment are complex challenges that are too big for any one organisation to tackle in isolation. They need a partnership approach and the value added that comes from acting at scale
- **Local activity** - To be overseen by local delivery groups. This will include i) local delivery of regional priorities, and ii) collaborative activity on issues which may be felt acutely in one or more local authority areas but are not priorities at a Gwent level

The delivery plan needs to state who will be responsible for monitoring progress, how often, and the measures they will use to do this. The development of the Performance Management Framework (PMF) for the Gwent Wellbeing Plan will be determined by activity and delivery set by the Gwent PSB. The scope of delivery will likely sit at multiple levels and will require scrutiny, accountability, and performance management accordingly, all of which will need to align to establish the impact the PSB is making towards its wellbeing ambitions for the citizens of Gwent.

2. PERFORMANCE MANAGEMENT FRAMEWORK PRINCIPLES

A draft set of principles to guide the development of the PMF have been identified, these will guide the further development required to the PMF as and when the PSB agrees the actions they intend to take and as delivery plans are developed.

Principles

- Evaluate the delivery of outcomes and impacts of partnership working on wellbeing of people and places
- Informed by a range of qualitative and quantitative information, experiences, case studies, research, and evidence to evaluate progress and impact
- Integrated system that links objectives, steps, actions, and delivery
- Review progress, performance, and effectiveness for the short, medium, and long term
- Collaborate with other strategic partnerships, local, regional, and national delivery to integrate and align delivery
- Involve PSB partners, other organisations, private and third sectors, local residents or community representatives from a wide cross section of our communities (where appropriate)
- Focus on partner and/or collaborative activity contributing to steps and objectives not 'business as usual'
- Facilitate self-reflection, accountability, and scrutiny for delivery of objectives and steps
- Clarify roles, responsibilities and accountability for performance, delivery, and monitoring
- Act in accordance with the Five Ways of working and maximise contribution to the seven national well-being goals.

- Facilitate challenge, innovation, and ambition in delivering objectives and sharing of and learning from best practice and striving for improvement
- Support the identification of intervention, adjustments or conditions needed to continue to enable and deliver the right outcomes for people and places
- Self-evaluative, reflective, and challenging of performance and progress, with exception monitoring

3. ACCOUNTABILITY

It is important that activity undertaken by the Gwent PSB, to deliver against the wellbeing objectives is transparent, well communicated, monitored and evaluated accurately to understand the impact from delivery. Accountability will be key, and the regional scrutiny committee will have a fundamental role in ensuring that there is effective and thorough scrutiny of delivery and outcomes on-behalf of the citizens of Gwent. Scrutiny committees will be able to communicate their findings to the PSB for consideration. Local scrutiny committee will also be able to examine delivery at a local level, and report findings to their respective Local Delivery Group, or where there may be concerns with regional approaches/delivery, raise for discussion at the regional scrutiny committee.

It is also anticipated that officers of GSWAG (The Gwent Strategic Well-being Action Group) will play an important role in implementing and coordinating the performance management framework. PSB support officers will need to coordinate the reporting arrangements, collating and assessing information and providing recommendations to PSB based on progress made, barriers, challenges, or successes. Roles and timelines for reporting are proposed in table 1 below.

Table 1: DRAFT Reporting/Scrutiny outline:

MEETING	WHAT THEY WILL SEE	FREQUENCY (TBA)
PSB	<ul style="list-style-type: none"> • Progress against headline/outcome level PIs • Narrative analysis of progress (key milestones) • Exceptions / Highlights reports on progress against steps 	<ul style="list-style-type: none"> • Annual • Annual • Programmed so each is seen at least twice during a five-year period
Regional Scrutiny Committee	As above	Scrutinised prior to receipt by Gwent PSB
Local Delivery Group (LDG) (Suggestion only – each LDG retains discretion)	<ul style="list-style-type: none"> • Progress against local PIs • Progress report against key milestones 	<ul style="list-style-type: none"> • Biannual • Biannual
Local Scrutiny Committee (suggestion only – each local authority committee retains discretion)	<ul style="list-style-type: none"> • Progress against local PIs • Progress report against key milestones • Exceptions / Highlights reports on progress against local delivery 	<ul style="list-style-type: none"> • Annual • Biannual • To be set as part of local workplans

4. DRAFT PERFORMANCE MEASURES & INDICATORS

The performance management framework will incorporate measures and indicators that will enable the PSB, scrutiny committees and the public to better understand the progress being made towards delivery of the wellbeing objectives, through the proposed steps. A draft set of performance measures have been provided in table 2 below against the current 5 steps in the wellbeing plan. These include, the proposed Marmot indicators and national indicators, where data is available. It will be necessary to add additional indicators and milestones once delivery activity is agreed.

Most of the measures included in the draft proposed framework are produced annually by third parties and therefore can be reported annually to the PSB. However, given the complex nature of the areas measured there is a likelihood that significant movement or progress in these areas may only present over the medium term. While the number of measures appears large, it should be remembered that these cover significant breadth and when dealing with complex challenges a basket of measures will be required to demonstrate progress.

It will be important to track milestones, processes, and output measures to give assurance that the PSB is making progress against its objectives. Measures and milestones will need to be agreed that will allow the PSB to track changes in the short (1-2yrs) medium (2-5yrs) and long term (5+ years), based on agreed activity undertaken, and assess how it is improving the social, cultural, environmental, and economic wellbeing across Gwent.

5. DELIVERY, MONITORING PROGRESS & REPORTING

GSWAG and PSB support officers will need to implement reporting templates which will form part of the PMF. Reporting templates will need to consider:

- Actions, Milestones, measures, risks/vulnerabilities
- Key achievements; successes; slippage; blockages (SWOT)
- Intervention/action being taken/ action needed to address issues
- Self-evaluation of progress
- Responsible/holders and timescales

Draft templates have been developed to capture the delivery plans of the PSB (Diagram 3) and to monitor and evaluate progress and impact (Diagram 4). The scope of delivery will likely sit at multiple levels and will require scrutiny, accountability, and performance management accordingly, all of which will need to align to establish the impact the PSB is making towards its wellbeing ambitions for the citizens of Gwent. A draft reporting structure for Gwent is set out in Diagram 5.

Delivery Template (Diagram 3) – Who & How	Reporting Template (Diagram 4) – Activity & Progress
<ul style="list-style-type: none"> • Step/priority, Lead, Date & completed by • PSB objectives/priority/ statutory duty • Who we are working with (Delivery Partners) • Where are we working (Incl. geographical coverage) • Resources • Why are we focussing on this? (Evidence and legislative framework) • What do we want to achieve? • Well-being goals/ways of working/ Future Generations Framework for Service Design • Measures/milestones • Key risks 	<ul style="list-style-type: none"> • Action/expected impact/ timescale (short/Medium/long)/ what have we done- progress/impact- difference/RAG • Key Achievements & Successes Outcomes – what are the impacts? • Case studies • Funding/ Capacity/ Resources • Performance measures (incl Qualitative)/metrics /milestones/progress and target/ RAG • Risks/ barriers, manage/mitigating actions/responsibility • Conclusion/What next? • Issues escalate? Recommendations for consideration/ Guidance sought from Public Service Boards

Table 2: DRAFT Performance Measures

DRAFT INDICATORS/MEASURES			
Wellbeing Plan Objectives:			
1) We want to create a fairer, more equitable and inclusive Gwent for all			
2) We want a climate-ready Gwent, where our environment is valued and protected, benefitting our well-being now and for future generations			
Well-being Plan Step	MARMOT	NATIONAL	SOURCE
1) Take action to reduce the cost-of-living crisis in the longer term	<p>% of children living in relative low-income families</p> <p>% of people living in households in material deprivation</p> <p>Rate of households for whom homelessness was successfully prevented for at least 6 months per 10,000 households</p> <p>% of all employees earning below Living Wage Foundation rates</p> <p>% of working age people who are employed (males, females)</p> <p>% of working age adults qualified to NQF level 2 (KS4 - GCSEs A*-C) and above</p> <p>Economic inactivity rate excluding students (males, females)</p>	<ul style="list-style-type: none"> Gross disposable income per household (median average) Percentage of children living in low-income families Percentage of people living in households in material deprivation Percentage of households in fuel poverty <p>WG National Measures/Milestones: https://www.gov.wales/well-being-wales-national-indicator-technical-descriptions-and-data-links</p>	<p>Children in low income families: local area statistics - GOV.UK (www.gov.uk)</p> <p>Percentage of people living in households in material deprivation by local authority (gov.wales)</p> <p>Prevention of Homelessness by Area and Measure (Section 66) (gov.wales)</p> <p>Number and proportion of employee jobs with hourly pay below the living wage - Office for National Statistics (ons.gov.uk)</p> <p>Employment rate by Welsh local area and year (gov.wales)</p> <p>Highest qualification levels of working age adults by ITL 2 area, qualification and year (gov.wales)</p>

			<p>Employment rate by Welsh local area and year (gov.wales)</p> <p>National Source: Economy Chapter, p.12 National Statistics National Statistics Social Chapter, p.90 Economy Chapter, p. 28</p>
<p>2) Provide and enable the supply of good quality, affordable, appropriate homes</p>		<ul style="list-style-type: none"> • Percentage of Lower Super Output Areas in Gwent featuring in the most deprived 10% in Wales (WIMD housing domain)¹ • Number and rate per 10,000 households in temporary accommodation • House price to income ratio • Units of affordable housing delivered • Average energy efficiency rating of the housing stock <p>WG National Measures/Milestones: https://www.gov.wales/well-being-wales-national-indicator-technical-descriptions-and-data-links</p>	<ul style="list-style-type: none"> • Social chapter, p.85 • Social chapter, p.91 • Social Chapter, p.88 • Social Chapter, p.88 • Social Chapter, p.90

¹ Lower Super Output Areas are geographical areas used by statisticians. They comprise between 400 and 1,200 households and have a usually resident population between 1,000 and 3,000 persons. Sometimes they correspond closely with wards but they do not tend to match precisely.

<p>3) Taking action to reduce our carbon emissions, help Gwent adapt to climate change, and protect and restore our natural environment</p>	<p>Average annual micrograms of NO₂ pollution exposure at residential dwelling locations</p>	<ul style="list-style-type: none"> • Net carbon emissions per head of population • Amount of renewable energy generated of PSB partner owned and operated schemes • [To be defined - A measure of river water quality e.g. percentage of Gwent rivers attaining 'good' status under the Water Framework Directive] • [A measure of air quality e.g. average micrograms of NO₂ at residential dwelling locations per m³] • [A measure of habitat / species loss] <p>WG National Measures/Milestones: https://www.gov.wales/well-being-wales-national-indicator-technical-descriptions-and-data-links</p>	<p>Air Quality Indicators (gov.wales)</p> <p>Local Measure (include PV panels, canopies, wind turbines, hydro etc)</p> <p>[TBC e.g. Environment Chapter, p.50]</p> <p>[TBC e.g. Environment Chapter, p.25]</p>
<p>4) Take action to address inequities, particularly in relation to health, through the framework of the Marmot Principles</p>	<p>Healthy life expectancy at birth (males, females)</p> <p>% of people who are lonely (age 16+)</p>	<ul style="list-style-type: none"> • Percentage of LSOAs in the 10% most deprived in Wales • Percentage of LSOAs in the 10% most income deprived in Wales • Percentage of low birthweight babies • Average healthy life expectancy (female and male) 	<p>PHOF Dashboard.knit (shinyapps.io)</p> <p>Percentage of people who are lonely by age and gender (gov.wales)</p> <ul style="list-style-type: none"> • Economy Chapter, p.18 • Economy Chapter, p.21 • Social Chapter, p.57 • Social Chapter, p.50

		<ul style="list-style-type: none"> • Gap in life expectancy between the most and least deprived wards • Rate of deaths due to cancer • Rate of deaths due to cardiovascular disease • Warwick-Edinburgh Mental Well-being Score • Percentage of people who report doing exercise three or more times in the previous week <p>WG National Measures/Milestones: https://www.gov.wales/well-being-wales-national-indicator-technical-descriptions-and-data-links</p>	<ul style="list-style-type: none"> • Social Chapter, p.51 • Social Chapter, p.53 • Social Chapter, p.54 • Social Chapter, p.75 <p>National Survey for Wales</p>
<p>5) Enable and support people, neighbourhoods, and communities to be resilient, connected, thriving and safe</p>	<p>% of people satisfied with local area as a place to live</p> <p>% of people feeling safe at home, walking in the local area and when travelling</p> <p>% of people satisfied with their ability to get to/access the facilities and services they need</p>	<p><u>Resilient and Connected</u></p> <ul style="list-style-type: none"> • Percentage of people who report feeling lonely • Percentage of LSOAs in Gwent featuring in the most deprived 10% in Wales (WIMD Access to services domain) • Number of rail journeys (entries and exit data for Gwent stations) <p><u>Thriving</u></p> <ul style="list-style-type: none"> • Active business enterprises per 10,000 working age population 	<p>Percentage of people satisfied with local area as a place to live by local authority (gov.wales)</p> <p>Percentage of people who feel safe by age and gender (gov.wales)</p> <p>Percentage of people satisfied with their ability to get to/access facilities and services they need (gov.wales)</p> <p><u>Resilient and Connected</u></p>

	<ul style="list-style-type: none"> • Gross weekly earnings by residence • Unemployment Rate <p><u>Safe</u></p> <ul style="list-style-type: none"> • Recorded crime rate per 1,000 population • Anti-Social Behaviour per 1,000 population • Child sexual exploitation rate per 1,000 population <p>WG National Measures/Milestones: https://www.gov.wales/well-being-wales-national-indicator-technical-descriptions-and-data-links</p>	<ul style="list-style-type: none"> • Social Chapter p.77 and National Survey for Wales • Social Chapter, p.101 • Social Chapter, p.97 <p><u>Thriving</u></p> <ul style="list-style-type: none"> • Economy Chapter, p.32 • Economy Chapter, p. • Economy Chapter, p.15 <p><u>Safe</u></p> <ul style="list-style-type: none"> • Social Chapter, p.7 • Social Chapter, p.9 • Social Chapter, p.14
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Diagram 3: DRAFT Delivery template

Public Service Board plan:																																						
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #f2f2f2;">Priority</td> </tr> <tr> <td>Priority/statutory duty:</td> </tr> <tr> <td>PSB objective:</td> </tr> <tr> <td>Lead:</td> </tr> <tr> <td>Date:</td> </tr> <tr> <td style="background-color: #f2f2f2;">Delivery - Who are we working with?</td> </tr> <tr> <td> </td> </tr> <tr> <td style="background-color: #f2f2f2;">Delivery - Where are we working?</td> </tr> <tr> <td> </td> </tr> <tr> <td style="background-color: #f2f2f2;">Delivery - Resources</td> </tr> <tr> <td>Funding:</td> </tr> <tr> <td>Staff:</td> </tr> <tr> <td style="background-color: #f2f2f2;">Well-being of Future Generations Act</td> </tr> <tr> <td>Seven well-being Goals:</td> </tr> <tr> <td>A prosperous Wales</td> </tr> <tr> <td>A resilient Wales</td> </tr> <tr> <td>A healthier Wales</td> </tr> <tr> <td>A more equal Wales</td> </tr> <tr> <td>A Wales of cohesive communities</td> </tr> <tr> <td>A Wales of vibrant culture and thriving welsh language</td> </tr> <tr> <td>A globally responsible Wales</td> </tr> <tr> <td> </td> </tr> <tr> <td>Five ways of working:</td> </tr> <tr> <td>Long term</td> </tr> <tr> <td>Prevention</td> </tr> <tr> <td>Integration</td> </tr> <tr> <td>Collaboration</td> </tr> <tr> <td>Involvement</td> </tr> </table>	Priority	Priority/statutory duty:	PSB objective:	Lead:	Date:	Delivery - Who are we working with?		Delivery - Where are we working?		Delivery - Resources	Funding:	Staff:	Well-being of Future Generations Act	Seven well-being Goals:	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		Five ways of working:	Long term	Prevention	Integration	Collaboration	Involvement	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #f2f2f2;">Categorise - Why are we focussing on this?</td> </tr> <tr> <td> </td> </tr> <tr> <td style="background-color: #f2f2f2;">Response -What do we want to achieve?</td> </tr> <tr> <td>1)</td> </tr> </table>	Categorise - Why are we focussing on this?		Response -What do we want to achieve?	1)	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #f2f2f2;">Impact - Measures/milestones</td> </tr> <tr> <td>1)</td> </tr> <tr> <td style="background-color: #f2f2f2;">Impact - Key risks</td> </tr> <tr> <td>1)</td> </tr> </table>	Impact - Measures/milestones	1)	Impact - Key risks	1)
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Diagram 4: DRAFT Reporting template – Activity

Public Service Board Performance Report:

RAG rating: **Green**= Progressing well – on target **Amber**= Progress being made - not on target **Red**= Attention needed –behind target

Key Points:

Delivery - Action	Lead & Timescale	What have we done	RAG	Impact - What impact is this action having?

Impact - Measures/Milestones	Previous	Target	Current	RAG	Comment

Impact - Risk	Risk Level	Mitigation/Management	Progress	RAG



Diagram 5: DRAFT Reporting Structure for Gwent:

