

SUBJECT: Gwent Public Services Board Draft Performance Management Framework

MEETING: Gwent Public Services Board

DATE: 20th July 2023

1. PURPOSE

- 1.1 To provide the Gwent Public Services Board with the draft Gwent Wellbeing Plan Performance Management Framework (PMF). The framework will enable the PSB to plan, monitor and evaluate progress of delivery against the regional Wellbeing plan priority work streams and support residents, scrutiny members and others to hold the PSB to account for delivery and outcomes across the region.

2. BACKGROUND

- 2.1 The intention of the Wellbeing of Future Generations (Wales) Act is to improve the economic, social, environmental, and cultural wellbeing of Wales, by acting in accordance with the sustainable development principle aimed at achieving seven national wellbeing goals.
- 2.2 The Gwent PSB undertook a regional wellbeing assessment. This used a wide range of qualitative and quantitative information including data, academic research, evidence, and people's views (engagement) to help understand Wellbeing across Gwent communities. This assessment formed the basis of the development of the Gwent Wellbeing Plan.
- 2.3 The Gwent Wellbeing Plan has progressed through public bodies approval processes before agreement by the PSB. As the plan has progressed through statutory processes, delivery plans have started to be discussed and debated by PSB members. This now creates an imperative to develop a robust performance management framework to ensure that 1) plans can be captured and progress and delivery can be monitored effectively, 2) statutory duties are being met, and 3) the PSB can be held to account for its delivery.

3. KEY ISSUES

- 3.1 The Gwent Wellbeing plan sets out what the Gwent PSB intends to achieve through the delivery of its wellbeing objectives. The PSB is in the preliminary stages of agreeing the actions it needs to take to deliver these objectives.
- 3.2 At the recent Gwent PSB workshop, Chief Executive Officers discussed the areas of focus for activity in the well-being plan. Further consideration of the evidence from the Well-being assessment and with a focus on the things that only the PSB can do; three priority workstreams were identified and proposed as PSB areas of focus; these were Health Inequality & Poverty/Cost of Living; Environment/Climate Change, Community Safety (incl VAWDASV, substance misuse community safety partnerships etc...). In addition, there was agreement to embed the Marmot

principles and the draft recommendations for Gwent, presented to the PSB by the Institute of Health Equity, as part of the Marmot pilot.

- 3.3 Following approval of the Wellbeing Plan, and agreement by the PSB, these priority workstreams will help shape the development of delivery plans for each step. These will include 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.
- 3.4 To plan, manage and evaluate its delivery of the well-being plan the PSB needs a performance framework to ensure it: can track progress and adjust its actions where necessary, is fulfilling its statutory duties and can be held to account for delivery. It is important that activity undertaken by the Gwent PSB is suitable to deliver its activity against the wellbeing objectives, is transparent, well communicated, and monitored and evaluated accurately to understand any impact from delivery.
- 3.5 The draft framework appended provides an early-stage model to assist the PSB in shaping how effective performance management of the Wellbeing Plan delivery can be achieved and reported. The draft provided in Appendix 1, illustrates early thinking in terms of the scope of the framework and the various levels of delivery that will need to be performance managed across Gwent.
- 3.6 The draft framework has been scrutinised by the Gwent Public services Board Scrutiny Committee who concluded it was at a very early stage of development, and clarification of the intended activity of the PSB would need to inform this further. Accountability will be key to the framework, and the mechanisms for this are set out in the PMF. 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.
- 3.7 The draft framework also includes a set of principles on which it will need to operate to be effective; these principles recognise the need for the framework to have broader reach and scope as it is developed moving forward. The principles specify some key areas, which include the need to consider qualitative evidence, activity over the short/medium/long-term, collaborative activity and not business as usual, self-reflection and adaption, and fundamentally, the 'so what' question, all of which aims to offer a mechanism to hold PSB to account and ensure delivery is ambitious, well targeted, and purposeful.
- 3.8 The development of the Performance Management Framework for the Gwent Wellbeing Plan will be determined by activity and delivery set by the Gwent PSB. Delivery at a regional scale will need to take into consideration current regional boards and partnership delivery that the PSB has a role in shaping, such as the Regional Partnership Board. It may also be necessary for the PSB to look to develop new activity where there are gaps in provision, or where changes in current practice may be required. In addition to regional boards and structures, there will need to be consideration of work that will be undertaken at a local level via Local Delivery Groups that

will pick up regional PSB priorities and areas of work that may be unique to a specific area in Gwent.

- 3.9 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. It is recommended to identify a lead organisation/officer for each step to drive this work. Leads will be responsible for driving action, maintaining ambition and ensuring progress reports for PSB are produced.
- 3.10 To develop the delivery plans and implement the PMF, it is also proposed to form a performance management framework working group drawn from officers of GSWAG and/or PSB appointed officers, who will play an important role in facilitating the implementation of the framework in line with the principles. To achieve this a key outcome of the working group will be utilise partner expertise to design and run a workshop in the autumn, the development and outcome of which will involve and inform both the PSB and scrutiny.
- 3.11 Performance management of the delivery plans set by the PSB will need to remain fluid and further development will be required as and when the PSB agrees the actions they intend to take and as delivery plans start to develop. The draft Marmot region report recommendations for Gwent being presented to the PSB from the Institute of Health Equity will need to be embedded through the activity and delivery of the PSB's wellbeing objectives, along with the Marmot principles. Additional work will be required to better understand how to do this in practice to achieve the greatest impact. Where activity evolves, the framework will need to be adaptable to accommodate any future changes required.

4. **RESOURCES**

- 4.1 The recommendations do not require any additional resources and will be delivered within existing staff capacity. The Performance Management Framework will be further developed in line with projects and workstreams agreed by the PSB, to help achieve the wellbeing objectives. Where additional resource or funding may be required because of this, costed recommendations will be made to the appropriate decision-maker.

5. **RECOMMENDATIONS**

- 5.1 To establish an effective PMF, the PSB is asked to:
- Agree the draft framework provided and proposed plans to further develop and implement the PMF, in line with the principles, to effectively performance manage the desired delivery of the wellbeing objectives.
 - Identify a lead PSB sponsor for each of the steps in the Wellbeing plan, to drive action and maintain ambition.
 - Identify any additional officers/resource to contribute to shaping the PMF development through the working group.
 - Identify whether other regional boards and structures are required to adapt/align to meet the ambitions and priorities in Gwent.
 - Identify specific activity/input required to ensure that the Marmot pilot is embedded in delivery of the wellbeing plans objectives and steps.

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