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| **SUBJECT: Gwent Well-being plan 2023-28 delivery plan**  **MEETING: Gwent Public Services Board**  **DATE: 25th April 2024** |

**1. PURPOSE**

* 1. To provide the PSB with options on outcomes and proposed development of integrated delivery plans for its identified four at scale areas of focus to improve well-being in Gwent. The four areas of focus are:
* That every child has the best start in life
* That everyone lives in a place they feel safe
* That everyone has the same economic chances
* That everyone lives in a climate-ready community where their environment is valued and protected

**2. RECOMMENDATIONS**

The PSB is asked to:

2.1 Agree the outcomes and related activity it wants to focus its delivery on at a regional scale to meet its ambitions in the areas of focus, including the sequencing of the outcomes.

2.2 Agree that a leadership group, or groups, are established and identify a senior lead responsibility holder from a PSB partner organisation for each. These will have responsibility for ensuring delivery of the outcomes agreed is at the pace, scale and ambition the PSB requires.

2.3 Agree that the PSB subsequently requires a highlight report from the leadership group(s) on a bi-monthly basis to ensure progress is happening at pace.

2.4 The Gwent Strategic Well-being Action Group (GSWAG) working group is reviewed in light of functional redesign at the regional level to deliver on PSB regional priorities.

**3. BACKGROUND**

3.1 The Gwent Wellbeing Plan 2023-2028 was agreed by the PSB at its meeting in July 2023. The plan set two Well-being Objectives and five Steps to deliver them. The plan also embedded four overarching principles on the way the PSB will work to deliver its objectives.

3.2 The Gwent PSB has also signalled its collective ambition to address inequity and its root causes in March 2022. A significant amount of work has taken place on behalf of the PSB, resulting in the publication of Building a Fairer Gwent: Improving Health Equity and the Social Determinants, report which the PSB received in July 2023 and re-stated and re-confirmed its ambition to address inequity and its root causes. The eight Marmot Principles that form the basis of the report are embedded in the Well-being Plan.

3.3 Following further consideration of the evidence from the Well-being Plan and Building a Fairer Gwent report, the PSB identified the four at scale areas of focus to deliver its objectives as stated in paragraph 1.1.

**4. KEY ISSUES**

* 1. The process, summarised in Appendix 1, has been followed to develop options for consideration by the PSB on where it could prioritise its activity to deliver the four areas of focus. In recognising the complex nature of the areas and the extensive involvement required, the process has followed a theory of change approach, this has supported a broadly consistent way to plan, capture and analyse the range of information that has been provided.
  2. The process has involved an extensive range of partners across Gwent with over 200 individuals and over 20 organisations responding to surveys or participating in the workshops. This included an initial mapping of current delivery structures that are relevant to these areas. The feedback gathered has been analysed, alongside a range of existing evidence, including from the well-being assessment and plan and Building a Fairer Gwent Report, following the agreed process.
  3. Appendix 2 sets out the full analysis for each area of focus. This provides the PSB with the outcomes proposed from the development work undertaken. For each area this identifies:
* Why are we focusing on this? (Impact) What is the change we are trying to achieve and the evidence that has informed this.
* What we want to do? (Outcome) What is the outcome we are looking to achieve at a regional scale.
* How are we going to do this? What are the possible outputs and activities that are required over the short (12 month), Medium (1-3 years), Long (4+ years) term
* What conditions are required? What we already have, what we may need to change or anything new required.
* In addition, appendix 3 demonstrates how these outcomes integrate with each other, the well-being plan and Marmot principles (embedded in the Building a Fairer Gwent Report)
  1. The process followed and analysis for each area of focus have been scrutinised by the PSB scrutiny committee. The Scrutiny Committee positively acknowledged the work that had been undertaken to develop the proposed outcomes and related activity for each area of focus. The committee recognised these outcomes are part of an extensive landscape of delivery at a regional, sub-regional and local basis and in agreeing the outcomes to focus its delivery the PSB will need to understand the role it plays within this. They also identified the importance of the PSB considering a realistic balance of regional delivery in agreeing the outcomes to focus on to maximise impact within resources available. The committee also provided specific feedback on each area of focus that has been captured and they would like this to be considered as part of the further development of delivery for the outcomes, including:
* **Every child has the best start in life**: Consideration of early years integration, postcode restrictions, capacity of health visitors and strengthening links with schools.
* **Everyone lives in a place they feel safe**: Request to include town and community councils in the role out of any training and considering a specific focus on schools.
* **Everyone has the same economic chances**: Clarification is required around the function and responsibilities of the CCR/CJC and PSB to avoid duplication and gaps in delivery.
* **Everyone lives in a climate ready community**: Consideration of how this work will support climate mitigation, with a view to supporting public bodies to net zero carbon.
* **Food partnership:** Consideration of local issues and needs, and to involve farmers and growers as key partners.
  1. This provides the PSB with options on the outcomes to focus its activity. The PSB needs to ensure its activity is focussed on the outcomes that meets its ambition and provides sufficient focus of its leadership. The PSB may need to prioritise a smaller number of these outcomes and/or sequence delivery over time to maximise the impact it can make. In doing so it is important to recognise the integration that exists between outcomes. The analysis of any outcomes that aren’t chosen as a priority will be used to inform the ongoing work required. Following the decision made by the PSB this will also inform further work sub regionally or locally. Other outcomes may also be sequenced for prioritisation in future by the PSB.
  2. Informed by the analysis in appendix 2 it is recommended the PSB agree the outcomes, and any sequencing of these required, to focus delivery at a regional scale that meets its ambitions in the areas of focus within available resources. An overview of these is provided in the table below:

| **Area of Focus:** | **Outcome** | **Possible regional delivery includes:** |
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| 1. That every child has the best start in life | 1.1 Outcome: We are better at monitoring and measuring the needs of children, taking a continuous improvement approach. | To undertake a piece of work to systematically assess the needs of children in Gwent  To continue to support and take forward work that started as part of the Early Years Integration Transformation Partnership  To provide a regional focus on child poverty, and to support delivery of the areas in the national Child Poverty Strategy that come under local delivery |
| 1.2 Outcome: All children and families are supported by all services that impact on 0-7 yrs, with a focus on prevention and early intervention. |
| 1. That everyone lives in a place they feel safe | 2.1 Outcome: Trauma-informed practice and ACE-awareness is embedded across all Gwent PSB organisations, to protect children & young people from harm, and support healthy development. | For each Gwent PSB organisation to commit to undertake, and resource an ACE awareness self-assessment, to inform actions needed to embed TrACE into practice, and for Gwent to become an ACE aware region in Wales. |
| 2.2 Outcome: Place-based models of working are developed at scale to address community tensions, cohesion and provide early help & support for communities across Gwent. | To widen the remit of existing place-based/neighbourhood models of community support, wellbeing, and early help to include TrACE, maximising the scope and role of the existing workforce and resources available to mitigate vulnerability and build community resilience. |
| 1. That everyone has the same Economic chances | 3.1 Outcome: Enhance pathways to decent, fair & sustainable employment across Gwent through a coordinated partnership approach to education, skills, training, apprenticeships and volunteering opportunities. | Regional Strategic Leadership – PSB to agree to provide leadership working towards this outcome and identify relevant organisations to meet the Building a Fairer Gwent recommendations.  Co-ordinate regional groups/partnerships/networks – Identify key contributors to employment & skills provision across Gwent (e.g. CCR, DWP, Coleg Gwent, LA employment and skills leads etc), strengthen mapping of relevant activities for associated project and initiatives (e.g. UK SPF programmes etc), and consider PSB partner organisations commitments as employers.  Delivery of regional programmes and initiatives – Explore options for regional scale opportunities e.g. Sustainable Steps Wales - Green Careers (2024/25), future delivery of available funding streams and regional collaboration on delivery (CCR). |
| 1. That everyone lives in a climate-ready community where their environment is valued and protected | 4.1 Outcome: Gwent is more prepared for the future effects of climate change in an equitable way through better understanding of the regional risks | Engagement and communication -To inform, involve and learn from key stakeholders, through collaborative and cross-sector activity, supported by regional, Gwent-focussed, engagement and communications resources.  Gwent Climate Change Risk Assessment - developed by regional cross sector groups through collaboration and engagement with key stakeholders. using the Climate Change Risk Assessment Guidance for PSBs.  Gwent Public Sector Climate Change Adaptation Programme - developed and delivered by cross sector groups/partnerships through collaboration and engagement with key stakeholders, co-ordinating with local delivery groups. |
| 4.2 Outcome: Public sector land and infrastructure is providing maximum benefits for people, nature and climate in an equitable way | Engagement and communication - To inform, involve and learn from Public sector officers involved with all aspects of public sector land and infrastructure and key stakeholders, through collaborative and cross-sector activity, supported by regional, Gwent-focussed, engagement and communications resources.  Co-ordinate regional groups/partnerships/networks - of public sector officers involved with all aspects of public sector land and infrastructure, collaborating with organisations and groups involved in community well-being, nature and climate initiatives.  Enabling delivery of collaborative regional/sub-regional initiatives - connecting people and the public estate for mutual benefit. |
| 5.Additional cross-cutting theme highlighted in feedback from Workshops and the Economic Chances & Climate-Ready Community mapping exercises | 5.1 Outcome: A coordinated and integrated cross-sector partnership approach to Food, with a focus on addressing food insecurity & supporting the community food sector, developing the Gwent food economy, and promoting healthy, local & sustainable food production and consumption practices. | Regional Strategic Leadership – PSB organisations to agree to take collective action to shape the food system across Gwent to address issues relating to food insecurity, the food sector and economy, healthy and sustainable food production and consumption to support the Cymru Can Strategy published by the Future Generations Commissioner where food is identified as a key area of focus.  Influence Public Sector Food Provision – Identify stakeholders, reviewing opportunities for healthier and sustainable food consumption (e.g. schools, colleges, leisure and cultural settings etc)  Influence Wider Gwent Food Economy - Identify stakeholders, strengthen mapping of relevant activities for community food initiatives, food businesses, and growing spaces and gardens.  Addressing Food Insecurity - Partnership approach to addressing common Food Insecurity issues across the region through improving understanding of regional situation, reviewing funding pathways for food poverty, delivering regional initiatives where appropriate e.g. regional food events/conferences (Gwent Food Summit). |

* 1. The short-term activity identified for each outcome sets the proposed initial focus for the first 12 months of delivery for the PSB. The ‘conditions required’ recognise the responsibility for the delivery of the outcome will sit at multiple levels and demonstrates the need to provide further and ongoing leadership in each. It is expected the subsequent delivery plans, medium- and long-term activity in particular, will be further developed informed by this collaborative working. This will ensure the further development of the delivery plan meets the PSB ambition for the citizens of Gwent and has the optimal conditions to succeed.
  2. To further develop and implement the delivery plans for the agreed outcomes, it is recommended the PSB agree that a leadership group or groups are established with responsibility for ensuring delivery is at the pace, scale and ambition the PSB requires. The specific arrangements, membership and structure will need to be determined and agreed following agreement of the chosen outcomes by the PSB. Initially the PSB is asked to agree a senior lead responsibility holder from a PSB partner organisation for the group or groups. The responsibilities for the group are set out in appendix 4.
  3. It is recommended that the PSB subsequently requests a highlight update report bi-monthly on the progress of each outcome focussed particularly on highlighting any further steer or decisions required by the PSB to optimise delivery.
  4. The PSB has a draft performance management framework (PMF) to plan, manage and evaluate its delivery of the well-being plan, to ensure it 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 impact from delivery. To facilitate this the delivery plans for the outcome(s) agreed will be embedded within the framework and aligned to the well-being plan. This will enable performance of the outcomes to be monitored regularly and reported to the PSB and Gwent PSB scrutiny committee. Where activity evolves, the framework will need to be adaptable to accommodate any future changes required.

5. **RESOURCES**

5.1 The recommendations will predominately need to be delivered within existing resources. The work to inform the outcome options was undertaken on the basis there was no new funding or resources available. The leadership group(s) will be responsible for identifying the resource requirement to deliver the PSB ambitions.

1. **AUTHORS:**

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1. **SUBMITTED BY:**

Sarah King, Blaenau Gwent CBC (Chair of the Gwent Strategic Well-being Action Group)

**Appendix 1 – A summary of the process & timeline to develop the proposed outcomes for each Area of Focus**

The following partners led the steering groups, which consisted of a range of partner representatives, for each of the Areas of Focus:

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| **Area of Focus – Steering Groups** | **Steering Group Lead Organisation** |
| That every child has the best start in life | Public Health |
| That everyone lives in a place they feel safe | Gwent police (supported by GSWAG lead officers) |
| That everyone has the same economic chances | Blaenau Gwent County Borough Council |
| That everyone lives in a climate-ready community where their environment is valued and protected | Natural Resources Wales |
| Additional ask from PSB:  to review the governance arrangements required for the PSB to effectively work together to deliver the plan | GSWAG Governance Group |

The following process has been used to develop the proposed outcomes:

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| **What** | **When** | **Who** |
| Establish GSWAG Governance Group to provide oversight and coordination to development of the delivery plan and ensure integration of the four steering groups | December 23 | Nominated GSWAG officers |
| Agree approach and lead nominations at PSB | December 23 | PSB |
| Complete mapping work on a regional/sub-regional/local basis against the four areas of focus | January/ February 24 | Stakeholder Steering group |
| Hold partner/stakeholder workshops for each of the four areas of focus. Including PSB & LDG representatives. | February/ March 24 | Stakeholder Steering group |
| Analyse the outcome of the mapping and partner/stakeholder workshop to identify potential opportunities for regional delivery | March 24 | GSWAG Governance group & Stakeholder Steering group |
| Formulate outcome templates for each area of focus (following theory of change approach) | March 24 | GSWAG Governance group & Stakeholder Steering Group |
| To present outcome templates for each area of focus to the PSB to consider project priority, resource implications and next steps. (To also be presented to PSB scrutiny prior to the PSB) | April 24 | PSB & PSB scrutiny |
| Once agreed, embed within Performance Management Framework. | Ongoing |  |

**Appendix 4 Gwent PSB (Public Services Board) Wellbeing Plan Delivery Plan Report - Leadership Group Role & Function**

**Lead Role:**

* Chair & lead the meetings
* Appoint a deputy Chair
* Agree membership consisting of partner and expert representatives from relevant/cross-sectors, who have relevant knowledge and authority to make or guide strategic decisions
* To drive the pace of the work of the group and report to PSB directly

**Support Staff:**

* Members of GSWAG (Gwent Strategic Well Being Action Group) will support the relevant area of focus
* Gwent PSB Policy Officer: Engagement, Monitoring & Evaluation will coordinate work where required, and support development of the Performance Management Framework

**The Group Role:**

* Identifying the scale of focus required and ensure coordination of regional collaborative activity, sub regional activity and Local activity
* Engaging with the Local Delivery Groups operating in the five local authority area footprints where local delivery of the regional priorities may be required
* Strengthen links with other regional boards and structures to meet the ambitions and priorities of the Gwent PSB
* Engage wider local, regional, and national partners and further involve citizens in the delivery of the outcome
* Ensuring integration, where required, with other area of focus outcomes
* Embedding the Marmot principles and the recommendations for Gwent, presented to the PSB by the Institute of Health Equity in the Building a Fairer Gwent report, in the outcomes
* Identifying the conditions and governance required to deliver actions over the short, medium & long term.
* Optimise existing resources to deliver required activity