

SUBJECT: Gwent Public Services Board Draft Performance Management Framework

MEETING: Gwent Public Services Board Scrutiny Committee

DATE: 7th June 2023

DIVISIONS/WARDS AFFECTED: All

1. PURPOSE

- 1.1 To provide the Gwent PSB Scrutiny Committee with the early draft of the Gwent Wellbeing Plan Performance Management Framework (PMF). The framework will assist the PSB to monitor and track progress of delivery against the regional Wellbeing plan priority work streams and enable scrutiny members to hold the PSB to account for delivery and outcomes across the region.

2. RECOMMENDATIONS

- 2.1 The committee scrutinises the draft Performance Management Framework attached as Appendix 1 and provides feedback ahead of its discussion by the Gwent Public Services Board on 22nd June 2023.

3. KEY ISSUES

- 3.1 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.
- 3.2 The Act puts a wellbeing duty on specified public bodies to act jointly via Public Services Boards (PSB) to improve the economic, social, environmental, and cultural wellbeing of their area by contributing to the achievement of the wellbeing goals. Public Services Boards' contribution to the achievement of the goals must include:
- assessing the state of economic, social, environmental, and cultural wellbeing in their areas setting local objectives that are designed to maximise their contribution within their areas to achieving those goals.
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 - the taking of all reasonable steps by statutory members of boards (in exercising their functions) to meet those objectives.
- 3.3 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.

- 3.4 The Gwent wellbeing plan sets out two high level wellbeing objectives, and five broad steps to meet those objectives. The two objectives are.
- We want to create a fairer, more equitable and inclusive Gwent for all.
 - We want to create a more climate-aware Gwent, where our environment is valued and protected, ensuring our wellbeing now and for future generations.
- 3.5 The Gwent Wellbeing Plan is currently progressing through public bodies approval processes before sign-off by the PSB. As the plan, progresses through statutory processes, delivery plans are being discussed and debated by PSB members. There is now an imperative to develop a robust performance management framework to ensure that 1) 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.
- 3.6 Gwent PSB Chief Executive Officers recently held a workshop to discuss the areas of focus for activity. The PSB is in the preliminary stages of agreeing the actions it needs to take. These should be the things that only the PSB can do; this will help shape the priority workstreams and delivery plans, that will meet the aspirations of the wellbeing plan.
- 3.7 The PSB is continuing to collaborate with Professor Michael Marmot and the Institute of Health Equity, based at the University College London, as part of the Marmot pilot. This work will be embedded through the activity and delivery of the PSB and will aim to reduce inequality and inequity between populations under the eight Marmot principles which encompass the determinants of wellbeing, the eight principles are.
- *Give every child the best start in life.*
 - *Enable all children, young people, and adults to maximise their capabilities.*
 - *and have control over their lives.*
 - *Create fair employment and good work for all.*
 - *Ensure a healthy standard of living for all.*
 - *Create and develop healthy and sustainable places and communities.*
 - *Strengthen the role and impact of ill-health prevention.*
 - *Tackle racism, discrimination, and their outcomes*
 - *Pursue environmental sustainability and health equity together.*
- 3.8 The Gwent PSB will receive the draft report and recommendations from the Institute of Health Equity at its June meeting. The recommendations will likely inform the workstreams PSB will need to set to deliver their wellbeing objectives.
- 3.9 As the Wellbeing Plan progresses through its approval process, the PSB is in the preliminary stages of developing its delivery plans These will identify the areas of focus for PSB activity. 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.
- 3.10 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.

- 3.11 The Marmot recommendations and principles will also need to be embedded in the delivery of wellbeing plan objectives; therefore, additional work will be required to better understand how to do this in practice to achieve the greatest impact.
- 3.12 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. Where activity evolves, the PMF will need to be adaptable to accommodate any future changes required.
- 3.13 The draft framework provides an early-stage model to assist PSB and the scrutiny committee 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 performance managed across Gwent. The draft PMF includes a suite of performance indicators that can accompany PSB delivery plans to ensure progress is tracked and monitored effectively. At present, many of these are high level and often focused on outcomes. As activity becomes more specific these will be supplemented by additional more specific measures that are closely aligned with the projects being delivered.
- 3.14 In addition, 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 refined 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.

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 once specific projects and workstreams are agreed by the PSB, to help achieve the wellbeing objectives. Where additional resource or funding may be required as a result of this, costed recommendations will be made to the appropriate decision-maker.

5. **EQUALITY, SUSTAINABLE DEVELOPMENT AND CORPORATE PARENTING IMPLICATIONS**

- 5.1 The Gwent Wellbeing Plan and Performance Management Framework has been developed in line with equalities legislation and the sustainable development principle, including Wellbeing goals, under the Wellbeing of Future Generations Act. The draft plan applies the ways of working outlined in the Wellbeing of Future Generations Act. Impact assessments will be completed to inform the delivery plans under the Gwent Wellbeing plan.

6. **AUTHORS:**

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