

SUBJECT: Gwent Well-being plan 2023-28 delivery plan development

MEETING: Gwent Public Services Board Scrutiny Committee

DATE: 17th April 2024

1. PURPOSE

- 1.1 To provide the Gwent Public Services Board Scrutiny Committee with an update on the process followed to develop a delivery plan focussed on the areas where the Public Services Board (PSB) can make most impact aligned to the Gwent well-being plan. This will 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, informed by partner organisations across the region.

2. RECOMMENDATIONS

- 1.2 The committee scrutinises the process followed and provides any feedback for the PSB to consider when agreeing the outcomes.

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 in equity and its root causes. The eight Marmot Principles that form the basis of the report are embedded in the Well-being Plan.
- 3.3 Informed by these, the PSB has collaboratively been agreeing areas it needs to focus on to deliver its well-being objectives and embed the Marmot principles and the recommendations for Gwent, presented to the PSB by the Institute of Health Equity. Informed by further consideration of the evidence from the Well-being assessment and with a focus on the things that only the PSB can do. Four at scale areas of focus have been identified:
- 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.
- 3.4 At its meeting in December 2023 the PSB agreed a process to develop a tangible delivery plan focussed on these four areas where the PSB can make most impact. The outcome of which is provided in this report for consideration by the committee and will enable the PSB to consider clear options and next steps at its next meeting in April 2024.

4. KEY ISSUES

Process followed.

4.1 The process, summarised in Appendix 1, has been followed to develop options for consideration by the PSB. The PSB requested this process consider the following actions:

- Map the work that is already taking place locally and sub-regionally against the four at scale areas of focus.
- Identify opportunities for at scale actions against the four areas of focus using learning from the Well-being Plan and the recommendations in Building a Fairer Gwent.
- Identify the possible links with other regional boards and structures to meet the ambitions and priorities in Gwent.
- Describe the arrangements required to deliver actions over the long term.
- Propose the governance arrangements for the PSB to effectively lead and assure itself about delivery of the Well-being Plan and Building a Fairer Gwent.

4.2 Lead organisation(s) were identified for each of the four areas of focus, as identified in appendix 1, and the leads convened stakeholder steering group to utilise partner expertise in driving this this work. These groups are responsible for ensuring the proposals presented to the PSB meet the level of ambition the PSB require. The development of the areas of focus has been overseen by a governance group drawn from the leads and officers of GSWAG and PSB appointed officers, who play an important role in facilitating the process.

4.3 The steering groups undertook an initial mapping of current delivery structures that are relevant to these areas and designed and ran stakeholder/partner workshops for each area of focus. The process has involved an extensive range of partners across Gwent with over 200 individuals and over 20 organisations responding to the surveys or participating in the workshops. 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.

Outcomes and options identified.

4.4 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. Appendix 2 sets out the full analysis for each area of focus. 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.

4.5 This provides the PSB with options on the outcomes to focus its activity, summarised in the table below. 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.

Area of Focus:	Outcome
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.
	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.
2. 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.
	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.
3. 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.
4. 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
	4.2 Outcome: Public sector land and infrastructure is providing maximum benefits for people, nature and climate in an equitable way
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.

4.6 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' set out also recognise the responsibility for the delivery plan will sit at multiple levels and demonstrates the need to provide further and ongoing leadership. It is expected the subsequent delivery plans, medium- and long-term activity in particular, will be further developed informed by this collaborative working.

Decisions required by the PSB and next steps.

- 4.7 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 meet its ambitions in the areas of focus within available resources.
- 4.8 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 outcomes by the PSB.
- 4.9 The PSB has a draft performance management framework (PMF), presented to the committee in June 2023. The PMF purpose is to manage and evaluate 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 the 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.

6. AUTHORS:

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7. SUBMITTED BY:

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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:

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:

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	