



## **PARTNERSHIPS SCRUTINY COMMITTEE – 15TH FEBRUARY 2017**

**SUBJECT: PERFORMANCE MANAGEMENT FRAMEWORK- CAERPHILLY PUBLIC SERVICES BOARD**

**REPORT BY: CORPORATE DIRECTOR SOCIAL SERVICES**

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### **1. PURPOSE OF REPORT**

- 1.1 To highlight to members the role of Partnerships Scrutiny Committee under the Well-being of Future Generations (Wales) Act 2015 to review, or scrutinise, the governance arrangements of the Caerphilly Public Services Board.

### **2. SUMMARY**

- 2.1 This report sets out the responsibility of Partnerships Scrutiny Committee under Section 35 of the Well-being of Future Generations (Wales) Act 2015 in respect of its power to review, or scrutinise the governance arrangements of the Caerphilly Public Services Board.
- 2.2 The Caerphilly Public Services Board operates under a Performance Management Framework that sets out and monitors the performance of partners against the current partnership plan. The framework has been updated in line with new legislation and statutory guidance. This report seeks to highlight the operation and performance of the Public Services Board to allow members to discharge their statutory power, and further their understanding of the role of the partners that comprise the Public Services Board.

### **3. LINKS TO STRATEGY**

- 3.1 The Caerphilly Public Services Board (PSB) has a statutory responsibility to contribute to the 7 National Well-being Goals for Wales. The PSB must set local well-being objectives for the area and must take all reasonable steps to meet those objectives. In so doing the PSB must contribute to:
- 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
- 3.2 The Performance Management Framework of the PSB is one of the means by which it demonstrates that it has taken all reasonable steps to meet its objectives and contribute to the Well-being Goals.

## 4. THE REPORT

4.1 The Caerphilly PSB is continuing to deliver the existing Single Plan, 'Caerphilly Delivers', while the Well-being Plan is being developed under the Well-being of Future Generations (Wales) Act 2015. The Performance Management Framework appended to this report is the overarching framework that supports delivery against this current partnership plan and will be used for the forthcoming Well-being Plan.

4.2 The Caerphilly PSB members are:

- Caerphilly County Borough Council – Chief Executive and Leader
- Aneurin Bevan University Health Board – Chief Executive and Chair
- South Wales Fire and Rescue Service – Chief Fire Officer and Chair
- Natural Resources Wales – Director of Knowledge, Strategy and Planning
- Gwent Police – Chief Constable (deputised by Superintendent West Gwent)
- The Office of the Police and Crime Commissioner for Gwent – Police and Crime Commissioner
- National Probation Service – Director for Gwent
- Wales Community Rehabilitation Company – Director for Gwent
- Public Health Wales – Consultant Public Health
- Gwent Association of Voluntary Organisations – Chief Executive
- Welsh Government – Deputy Director, Finance and Corporate Services

The Board meets on a quarterly basis to consider its duties and responsibilities and receive performance reports from delivery groups that are currently delivering the five priority areas in 'Caerphilly Delivers'; Prosperous Caerphilly, Safer Caerphilly, Learning Caerphilly, Healthier Caerphilly and Greener Caerphilly. The partnership structure is shown at page 3 of the appended framework.

4.3 Each delivery group takes responsibility for its theme area and delivers against action plans that set out its programmes and projects. The action plans are measured by scorecards that track actions and relevant performance indicators which contribute to the priority area. Any exceptions to progress, either positive or negative, are highlighted in an exception report produced on a quarterly basis.

4.4 Delivery Groups are responsible to the Leads Group which meets on a quarterly basis to discuss the content of the scorecards and review exception reports. The Leads Group is comprised of a single lead officer for each theme area at a senior rank in the relevant organisation. The current Leads Group membership is:

Prosperous Caerphilly – David Whetter, Principal Engineer, Communities  
Safer Caerphilly – Chief Inspector Nick McLain  
Learning Caerphilly – Keri Cole, Chief Education Officer  
Healthier Caerphilly – Sam Crane, Head of Partnerships and Networks, ABUHB  
Greener Caerphilly – Katy Stephenson, Executive Director, Groundwork Wales

Leads Group members are responsible for progress against each theme area and onward reporting to the PSB. The PSB considers scorecards and exception reports at each meeting. Delivery and Leads Groups operate under terms of reference agreed by the Caerphilly PSB.

4.5 The cycle of performance meetings for the last two quarters of 2016/2017 is:

	Quarter 3	Quarter 4
Delivery Group	9 <sup>th</sup> February	25 <sup>th</sup> April
Leads Group	16 <sup>th</sup> February	16 <sup>th</sup> May
Public Services Board	7 <sup>th</sup> March	6 <sup>th</sup> June

All scorecards and exception reports are posted on the PSB website, 'The Caerphilly We Want' in the interests of openness and transparency.

## **5. WELL-BEING OF FUTURE GENERATIONS**

5.1 This report contributes to the Well-being Goals set out in the Links to Strategy above. It is consistent with the five ways of working as set out in the sustainable development principle in the Act, since it allows Partnerships Scrutiny Committee to consider how the actions of the Public Services Board are:

- Long Term – Balancing short-term needs with the needs to safeguard the ability to also meet long-term needs
- Prevention - Acting to prevent problems occurring or getting worse to help public bodies meet their objectives
- Integration – Considering how the well-being objectives may impact upon each of the well-being goals, or on the objectives of other public bodies
- Collaboration – Acting in collaboration with any other person that could help the board to meet its well-being objectives
- Involvement – Involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

## **6. EQUALITIES IMPLICATIONS**

6.1 This report is for information purposes only, so the Council's full Equalities Impact Assessment process does not need to be applied. The impetus of the legislation, in respect of a 'More Equal Wales', does however support equalities issues and so the work of the PSB considers equalities requirements throughout.

## **7. FINANCIAL IMPLICATIONS**

7.1 There are no financial implications in relation to this report.

## **9. PERSONNEL IMPLICATIONS**

8.1 There are no personnel implications in this report.

## **9. CONSULTATIONS**

9.1 This report has been sent to the consultee listed below and all comments received are reflected in this report.

## **10. RECOMMENDATIONS**

10.1 That Committee note the Performance Management Framework of the Caerphilly Public Services Board.

## **11. REASONS FOR RECOMMENDATIONS**

11.1 To allow Partnerships Scrutiny Committee to discharge their responsibilities under Section 35 of the Act.

## 12. STATUTORY POWER

### 12.1 Section 35 of the Well-being of Future Generations (Wales) Act 2015.

Author: Kathryn Peters, Corporate Policy Manager, Caerphilly CBC and PSB  
Coordinator

Committees: Councillor Sean Morgan, Chair  
Councillor Gez Kirby, Vice Chair  
David Street, Corporate Director, Social Services  
Rob Hartshorn, Head of Public Protection  
Mike Eedy, Principal Accountant  
Anwen Rees, Senior Policy Officer (Equalities and Welsh Language)  
Shaun Watkins, Principal HR Officer

Background papers: Monitoring page PSB website  
<https://your.caerphilly.gov.uk/publicservicesboard/content/monitoring-scorecards>

Appendices:  
Appendix 1: Caerphilly Public Services Board's Performance Management Framework



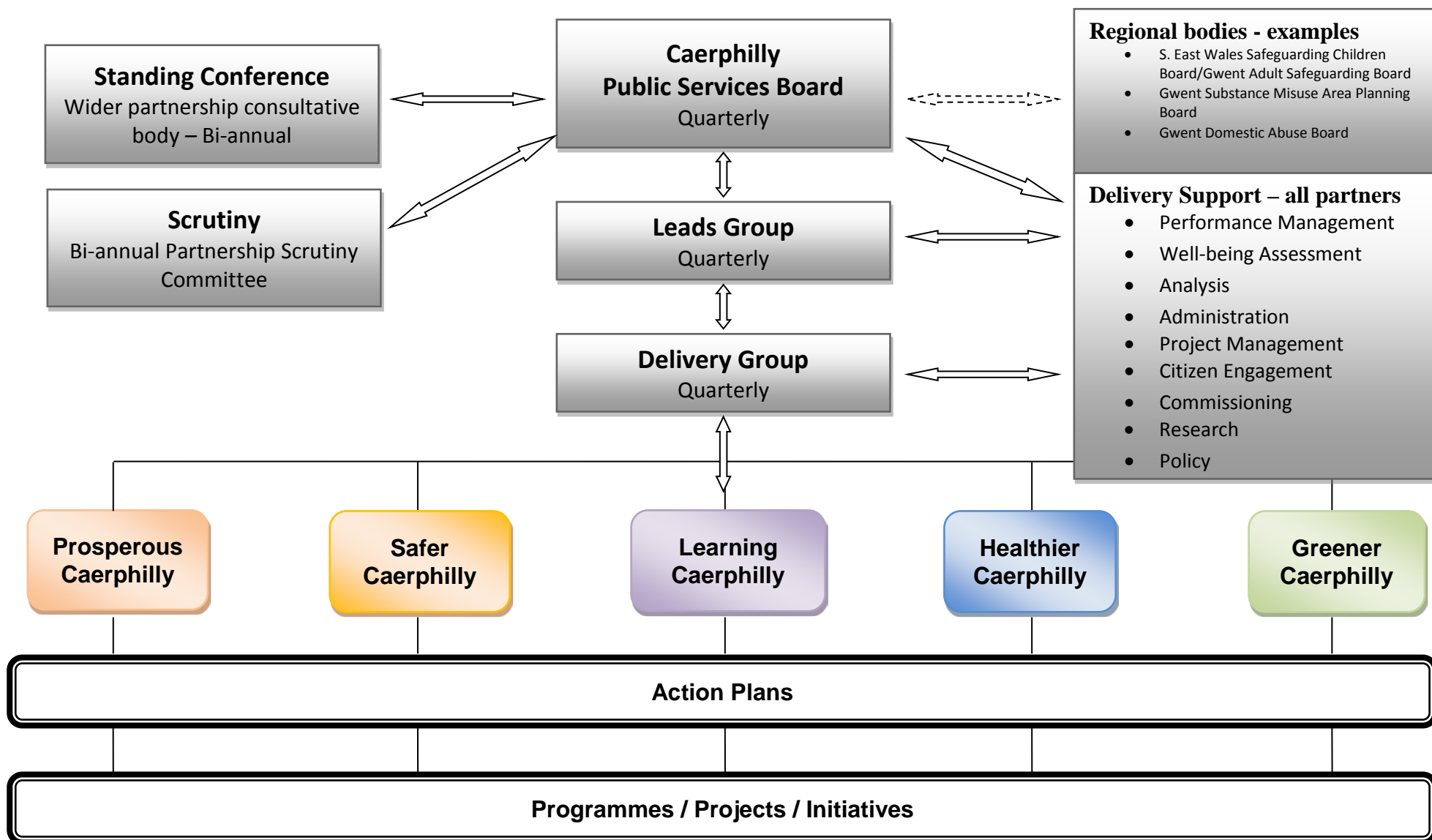
**Y Gaerffili A GAREM**  
**THE Caerphilly WE WANT**

## **THE PSB PARTNERSHIP PLAN**

PERFORMANCE & DELIVERY FRAMEWORK  
2016/17:  
REPORTING CYCLE

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The diagram below shows the partnership structure which will deliver the PSB Single Integrated / Well-being Plans.

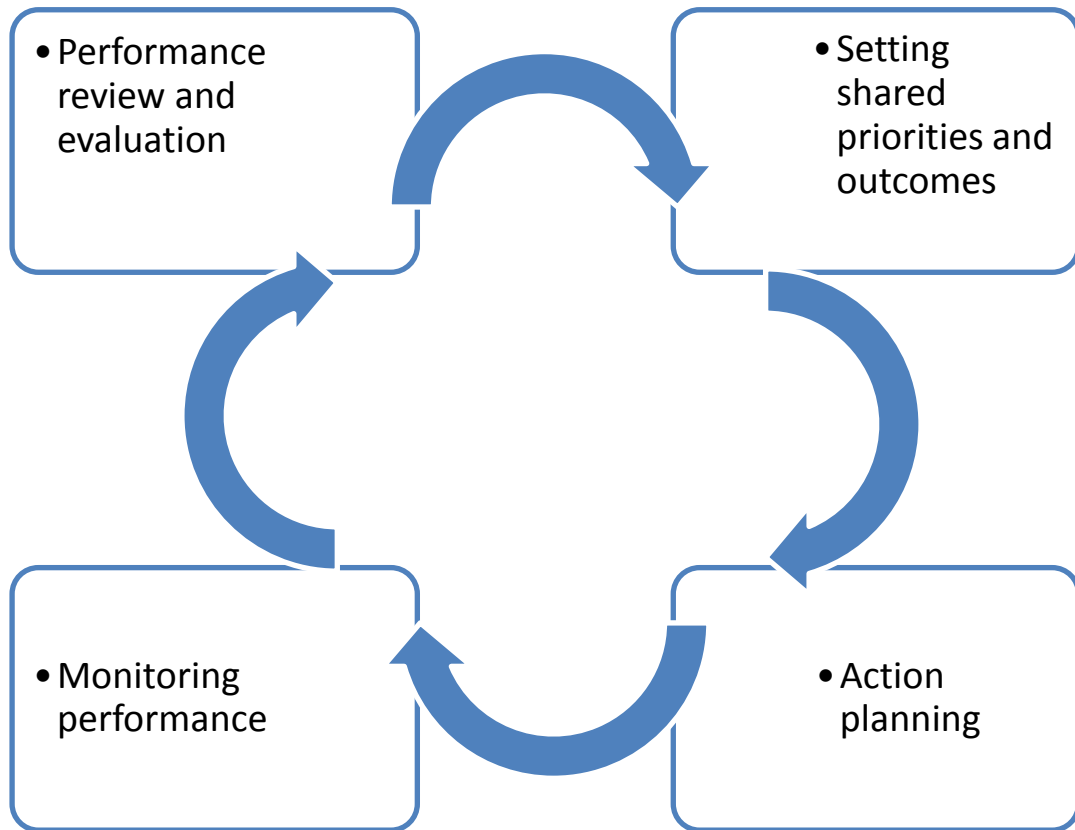


The Caerphilly Public Services Board will manage its responsibility for the delivery of its Single Integrated Plan (SIP) and its antecedent Well-being Plan, via the Performance and Delivery Framework, which provides for:-

- An integrated planning system that links high level Outcomes and Priorities in the Plan to operational delivery and activity.
- A structure that monitors performance and delivery.
- A framework to develop and identify areas for improvement, whilst realising opportunities to rationalise and further partnership working.
- A framework to identify and share good practice.
- An opportunity to review programmes, projects, initiatives and actions, ensuring focus on delivery of Plan Priorities and Outcomes.
- Clarity on respective roles, responsibilities and accountability for performance, delivery and monitoring.



The diagram below shows the generic cycle of performance and delivery the Performance and Delivery Framework is based upon.

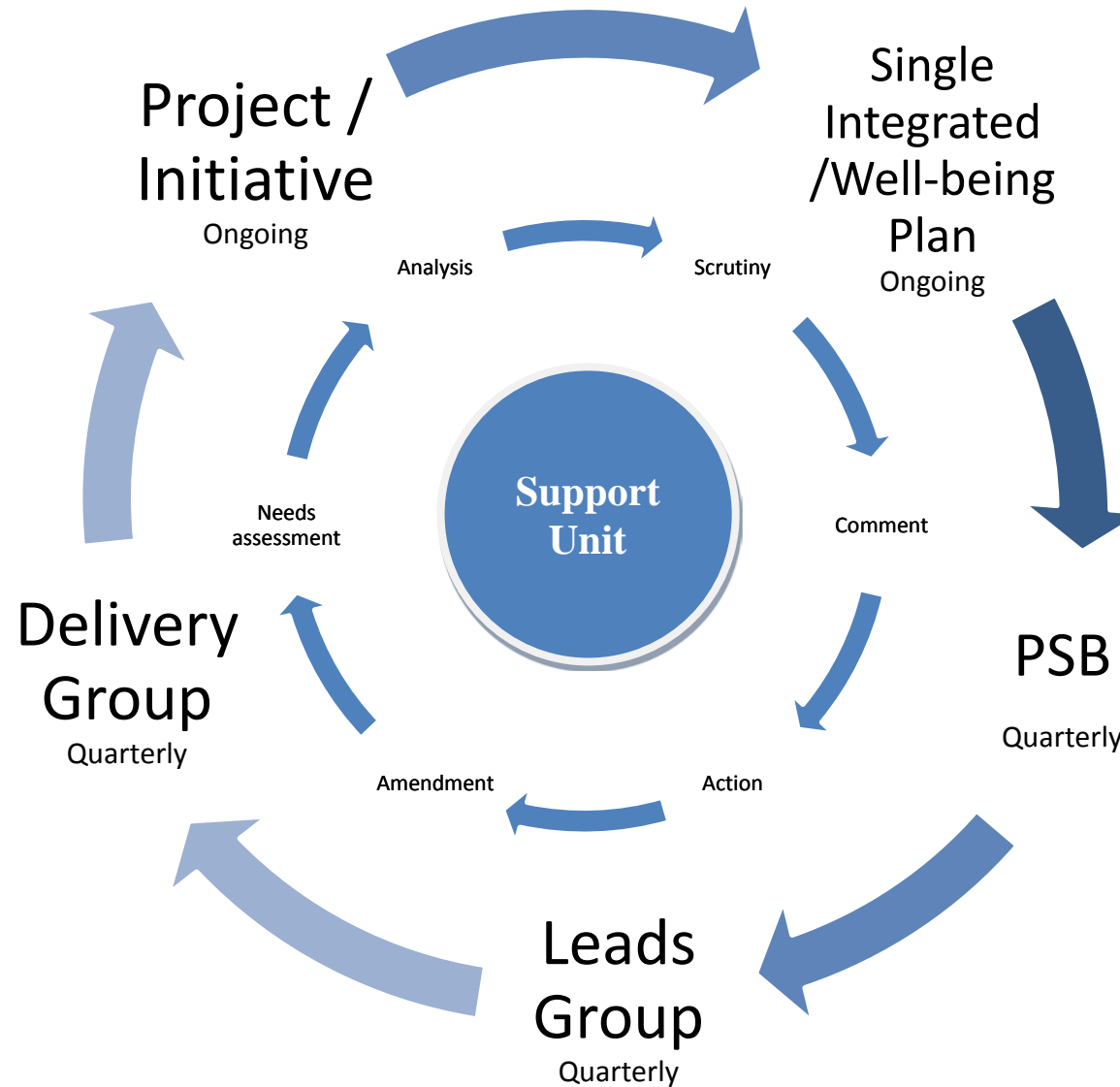


The table below details the Performance and Delivery Framework (PDF) Cycle:

<b>PDF Cycle</b>	<b>Activity</b>	<b>Timescale</b>
Setting Outcomes and Priorities	Single Integrated Plan / Well-being Plan	Produced every 5 years. Reviewed annually.
	Well-being Assessment	Produced prior to production/ development of plans.  Reviewed and updated as required.
	Identification of priorities and Outcome themes	Reviewed annually.
	Work-streams and supporting programmes, projects/ initiatives and groups.	Ongoing review by Outcome work-stream Lead Officer and Leads Group.
Action Planning	Action plans	Monitored by Outcome work -streams and Lead Officer throughout the year.
Monitoring Performance	Exception Report & scorecards	Produced quarterly and/or as need arises.
Performance Review and Evaluation	PSB Annual Report	Produced annually in Spring to reflect the previous year.
Local Authority Elected Member Scrutiny	Partnership Scrutiny committee	Bi-annually and as required

**Appendix Two** details the Reporting Cycle Timeline of meetings for the PSB, Leads Group and Delivery Group.

This diagram illustrates the Performance & Delivery Framework Reporting Cycle:



The table below outlines the types of reports produced to monitor and report the performance and support the delivery of “Caerphilly Delivers” – the SIP.

<b>Report Type</b>	<b>Overview of report content</b>	<b>Author</b>	<b>Audience</b>
<b>“Caerphilly Delivers” Annual Report</b>	<p>An overview of “Caerphilly Delivers” performance and delivery over the performance year to include:-</p> <ul style="list-style-type: none"> <li>• Progress made by each Outcome</li> <li>• Performance against performance indicators and narrative “telling the story” behind PIs.</li> <li>• Summary of key achievements/successes.</li> <li>• Summary of key areas for development and improvement.</li> <li>• Summary of identification of revised/new Priorities for action.</li> </ul>	Produced by Leads Group, assisted by Delivery Group and Outcome work-streams.	<p>Reported to and monitored annually by PSB.</p> <p>Annual Report subjected to Scrutiny process.</p> <p>Annual Report also circulated to Partners, Stakeholders, public, etc.</p>
<b>Exception Report &amp; Scorecard</b>  <b>(See Appendix One)</b>	<ul style="list-style-type: none"> <li>• Report provides the Leads Group and subsequently the PSB with an overview of poor performance/blockages.</li> <li>• Reporting of key areas/actions that need to be flagged for good or poor performance against each priority within each Outcome.</li> </ul>	Produced by quarterly by Lead Officer of Outcome work-stream, assisted by respective Delivery Group members.	Reported to quarterly to Leads Group and subsequently reported to and monitored by PSB.
<b>Outcome work-stream Delivery Plan (or Action Plan)</b>	<ul style="list-style-type: none"> <li>• The Delivery Plan (or Action Plan) enables the monitoring of an Outcome work-stream’s progress, activities and performance.</li> </ul>	Produced, updated and monitored by the Lead Officer of each Outcome work-stream.	Regular updates from the Lead Officer and Delivery team of each work-stream.

**Public Services Board Plan**

**Exception Report**

**Outcome:**

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**Priorities:**

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**Date:**

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**Context**

This report highlights the progress of the above Priorities/Outcome contained within the current Plan. The report highlights positive and negative and exceptions only. Further details are available.

Report presented to the Leads Group on (DATE).

The PSB is requested to consider and comment on the following actions/recommendations:-

1.	
2.	
3.	
4.	

Following consideration of the recommendations, the Leads Group will progress actions on behalf of the PSB.

**(TITLE) Outcome - Exception Report**

<b>'What do we want to do?'</b> <b>(Priorities for the next quarter)</b>	
<b>Partners helping us to achieve this:</b>	
<b>Report Author:</b>	

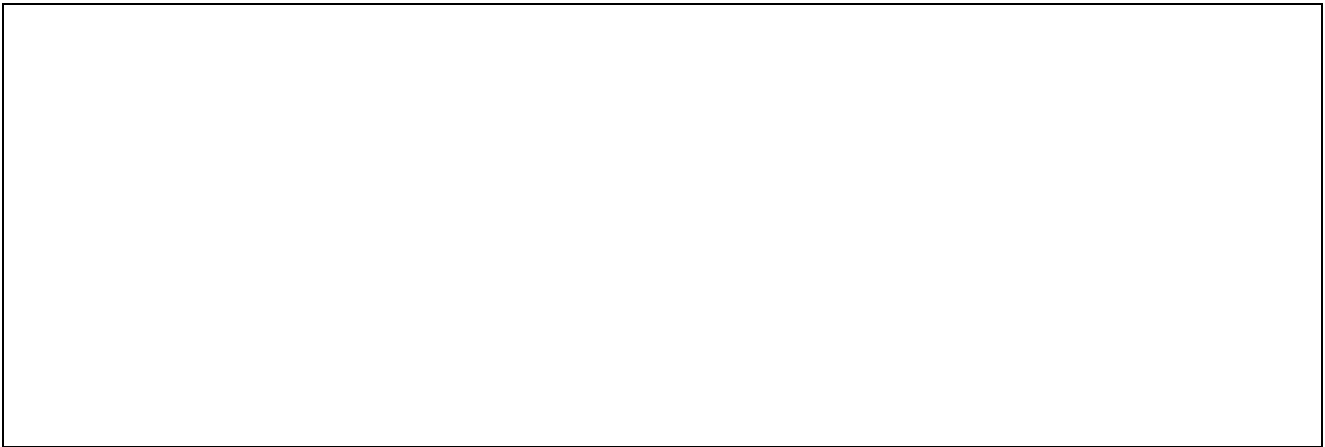
**Where are we now?**

***Key Performance Indicators:***

**What is the data telling us?**

**What has worked well? (Successes)**

**What are the challenges/barriers?**



**What actions are we going to take to improve? (Next steps)**



# PDF Reporting Timeline

	2015/16			2016						2016			2016/17		
	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
<b>Quarter Four/end of year</b>	April - June 2016														
Delivery Group															
Leads Group															
Public Services Board															
<b>Quarter One</b>				July - September 2016											
Delivery Group															
Leads Group															
Public Services Board															
<b>Quarter Two</b>				October - December 2016											
Standing Conference															
Delivery Group															
Leads Group															
Public Services Board															
<b>Quarter Three</b>										January - March 2017					
Delivery Group															
Leads Group															
Public Services Board															
<b>Quarter four/end of year</b>													April - June 2017		
Delivery Group															
Leads Group															
Public Services Board															