



PARTNERSHIPS SCRUTINY COMMITTEE – 13TH SEPTEMBER 2018

SUBJECT: PERFORMANCE ACCOUNTABILITY FRAMEWORK - CAERPHILLY PUBLIC SERVICES BOARD

REPORT BY: CORPORATE DIRECTOR EDUCATION AND CORPORATE SERVICES

1. PURPOSE OF REPORT

- 1.1 To inform Members of Partnerships Scrutiny Committee of the Performance Accountability Framework of the Caerphilly Public Services Board, in order to assist members fulfil their duty and powers under the Well-being of Future Generations (Wales) Act 2015 to review, or scrutinise, the governance arrangements of the Caerphilly Public Services Board. This information also aims to assist members in considering the Forward Work Programme for the committee.

2. SUMMARY

- 2.1 This report sets out the Performance Accountability Framework of the Caerphilly Public Services Board which will monitor the delivery of the Well-being Plan. "The Caerphilly We Want 2018-2023".
- 2.2 This report seeks to highlight the operation and performance of the Public Services Board through its accountability framework to allow members to discharge their statutory duty under Section 35 of the Well-being of Future Generations (Wales) Act 2015, and further their understanding of the role of the partners and lead delivery officers that comprise the Public Services Board arrangements.

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 Accountability 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. The framework supports a detailed Delivery Plan that sits underneath the overarching Well-being Plan for the area.

4. THE REPORT

4.1 The Caerphilly PSB published its Well-being plan for the area on the 3rd of May 2018. The Performance Accountability Framework appended to this report is the overarching framework that supports delivery against the Well-being Plan, “The Caerphilly We Want 2018-2023”.

4.2 The Caerphilly PSB members are:

- Caerphilly County Borough Council – Interim Chief Executive and Leader
- Aneurin Bevan University Health Board – Chief Executive (deputised by Director of Nursing) and Board Member
- South Wales Fire and Rescue Authority – Chief Fire Officer and Chair
- Natural Resources Wales – Director of Knowledge, Strategy and Planning
- Gwent Police – Chief Constable (deputised by Superintendent for 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 under the Well-being Plan. The partnership structure is detailed within the framework, which is appended to this report (page 3). The Board operates through lead officer arrangements, whilst having a Champion Board Member responsible for particular aspects of the five year plan.

4.3 The Board will receive progress update reports through scorecards at each of its December and June meetings. For this reason the dates of Partnerships Scrutiny Committee in the yearly calendar have been moved to January and July so that members may scrutinise the last most relevant set of performance reports for the well-being plan.

4.4 The detailed Delivery Plan that will achieve the ‘all reasonable steps’ demonstrating progress has established a number of lead roles that support the board champions. In addition policy support roles have also been established. The Delivery Plan is divided into four “Enablers” and five “Action Areas”. The champion, lead and policy support roles are as set out below:

Enabler				
Ref	Topic	Delivery Group	Lead Officer(s)	Policy Support
1.	Working Together	All Partner Organisations	All Delivery Groups/Lead Officer(s)	Paul Cooke, CCBC
2.	Communications	PSB Communications and Engagement Group	Kathryn Peters, CCBC	Mandy Keenan, CCBC
3.	Procurement	To be agreed	Liz Lucas, CCBC	Vicki Doyle, CCBC
4.	Asset Management	To be agreed	Mark Williams, CCBC and Kieran McHugh, Gwent Police	Tracy Evans, CCBC

Action Area				
Ref	Topic	PSB Champion	Lead Officer(s)	Policy Support
1.	Best start in life	Public Health Wales: Mererid Bowley – Deputy Director	Sarah Mutch, CC	Sian Wolfe-Williams, CCBC
2.	a) Volunteering	Gwent Association of Voluntary Organisations: Martin Featherstone - CEO	Steven Tiley, GAVO	Alison Palmer, GAVO/ CCBC
	b) Apprenticeships	Caerphilly County Borough Council: Christina Harrhy- Chief Executive	Tina McMahon, CCBC	Vicki Doyle, CCBC
3.	Good health and well-being	Aneurin Bevan University Health Board: Bronagh Scott – Director of Nursing	Ali Gough, ABUHB	Sian Wolfe-Williams, CCBC
4.	a) Safer communities	Gwent Police: Superintendent Nicholas McLain	Chief Inspector Jason White	Natalie Kenny/Tom Silsbury, CCBC
	b) Resilient communities	Caerphilly County Borough Council: Christina Harrhy- Chief Executive	Rhian Kyte, CCBC	Paul Cooke, CCBC
5.	Protect and enhance the local natural environment	Natural Resources Wales: Ceri Davies	Helen Fletcher, NRW	Tracy Evans, CCBC

4.5 Committee may wish to consider any witnesses it wishes to call to provide evidence to support or challenge the delivery arrangements as they develop. The delivery arrangements are quite detailed across a number of areas and so the table provided above is to assist members in considering their Forward Work Programme.

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.

8. 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 familiarise themselves with the Performance Accountability Framework of the Caerphilly Public Services Board, and feedback on any points of clarification to the Caerphilly Public Services Board.

11. REASONS FOR RECOMMENDATIONS

- 11.1 To allow Partnerships Scrutiny Committee to familiarise themselves with the Performance Accountability Framework and discharge their responsibilities under Section 35 of the Well-being of Future Generations (Wales) Act 2015.

12. STATUTORY POWER

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

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Bronagh Scott, Aneurin Bevan University Health Board, Vice Chair of the PSB
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Councillor Jamie Pritchard, Chair of Partnerships Scrutiny Committee
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Rob Hartshorn, Head of Public Protection
Mike Eedy, Principal Accountant
Anwen Cullinane, Senior Policy Officer (Equalities and Welsh Language)
Shaun Watkins, Principal HR Officer

Appendices:

Appendix 1: Caerphilly Public Services Board's Performance Accountability Framework



**Caerphilly Public Services Board
Well-being Delivery Plan 2018-2023**

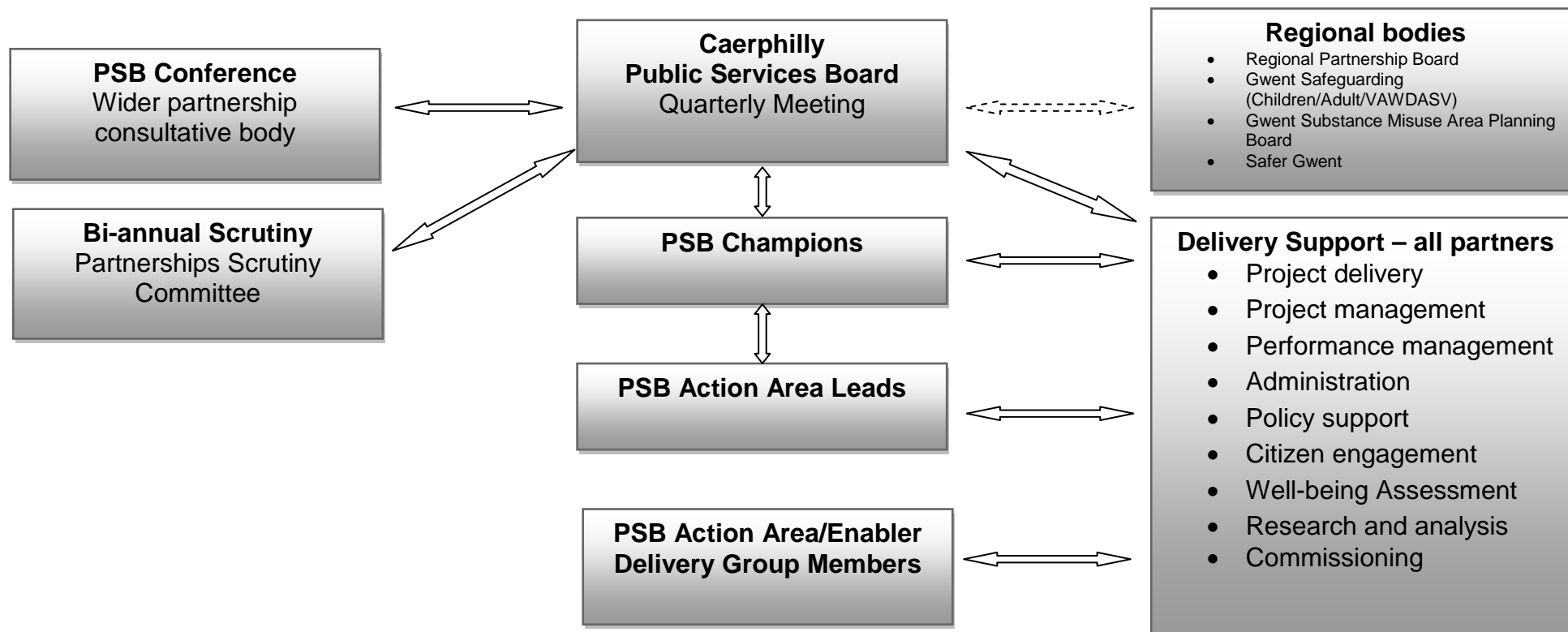
**PERFORMANCE ACCOUNTABILITY
FRAMEWORK 2018-2023**

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1. Partnership Structure

The diagram below shows the partnership structure which will deliver the Caerphilly PSB Well-being Plan



2. Introduction and Plan Structure

2.1 The Caerphilly Public Services Board will manage its responsibility for the delivery of the Well-being Plan via this Performance Accountability Framework, which provides for:

- An integrated planning system that links high level Well-being Objectives and Priorities in the Well-being Plan to operational actions and delivery.
- A structure that links collaborative work with other strategic partnerships and statutory plans, to avoid duplication and provide a clear line of sight as to how actions are directed and delivered.
- A structure that monitors performance and delivery.
- A framework to identify areas for improvement.
- A framework to identify and share good practice.
- An opportunity to review programmes, projects, initiatives and actions, ensuring focus on delivery of Plan Objectives and Priorities.
- Clarity on respective roles, responsibilities and accountability for performance, delivery and monitoring.

2.2 'The Caerphilly We Want' Well-being Delivery Plan

The Well-being Plan sets four overarching Objectives (the four Positives) – Positive Change, Positive Start, Positive People and Positive Places. This framework sets out how the work to achieve these Objectives will be structured, managed and monitored.

The Delivery Plan is deliberately not divided into the Objectives as the actions, projects and activities will often contribute to more than one Objective.

2.3 Structure

The Delivery Plan is made up of five Action Areas. These are supported and underpinned by four Enablers.

Each Action Area has a nominated Board Champion, who is a member of the PSB and will report at Board level on the progress of the work in their Action Area.

Each Action Area also has an Action Area Lead Officer (or officers) which have been agreed by the Board. The Action Area Lead Officer(s) will coordinate and drive forward projects and actions. They will also be responsible for compiling reports on progress, and be a point of contact for their Action Area. Work on each Action Area will be undertaken by the Action Area Delivery Group, made up of officers from PSB partner organisations and, where appropriate, local residents or community representatives.

The Action Area Delivery Groups will develop their own action plan setting out the short, medium and long-term actions to be taken. Groups may operate on a task and finish basis. The action plans will be approved by the Board.

Action Area Lead Officer(s) will prepare reports every 6 months for their Action Area. These will be presented to the Board by the Board Champion. There will also be an opportunity for reporting on an 'exception basis' by the nominated Board Champion at each quarterly Board meeting. Exception reporting will enable specific reports to be provided to the Board should

issues need to be brought to their attention, for either positive or negative reasons. Aside from Board reporting, should PSB members (or others) wish to be informed of progress on any of the Action Areas they should contact the Action Area Lead Officer(s).

Action Area Lead Officers will meet on a quarterly basis to ensure that links are maximised and that good practice is shared. Six-monthly events, based on the successful 'Future Scenarios' format, will be held for all Action Area Delivery Group members to hear about progress in other Action Areas and to maximise links.

An overarching Annual Report will be produced, incorporating progress against agreed steps and actions across the whole Well-being Plan.

Policy Officer support will be provided to assist the Action Area Lead Officer(s) and Delivery Groups.

3. Accountability & Reporting Principles

Each Enabler or Action Area will set its own measures in line with the following set of agreed principles:

- The purpose of reporting has to be clear.
- The reporting mechanism is less important than the quality of the discussion the reporting enables.
- The measures chosen may be of any type, as long as they are meaningful and show whether progress is being made.
- The number and types of measures should be appropriate for the actions and outcomes, and should not be limited to data or metrics. The quality of the narrative and understanding the situation is as important as data.
- Effective communication is key. Written reports should be supplemented with verbal presentations where appropriate. The Board should provide feedback to each Enabler or Action Area on the reports and presentations received.
- Action Areas should consider interrelated datasets so there can be improved analysis of cause and effect and to reduce silo working.
- There must be honesty and maturity about what is working and what is not working.
- The PSB Champion will present the report to the Board.

3.1 Content and Type

- Reports will be clear and focused, and written in plain language with limited acronyms.
- Templates will build in risks or vulnerabilities.
- Arbitrary targets are not useful as they can drive unintended consequences.
- Each Enabler and Action Area needs detailed actions and clear outcomes to aid the meaningfulness of measurement.
- Use will be made of case studies, digital stories and other qualitative measurement methods where they can add value and understanding.
- Action and reporting will be about the collaborative 'added value' not the 'day job'.
- It is permitted to report 'there is nothing to report' on a quarterly exception basis. This should help to ensure there is no over-reporting so the Board can focus on important issues.

3.2 Accountability

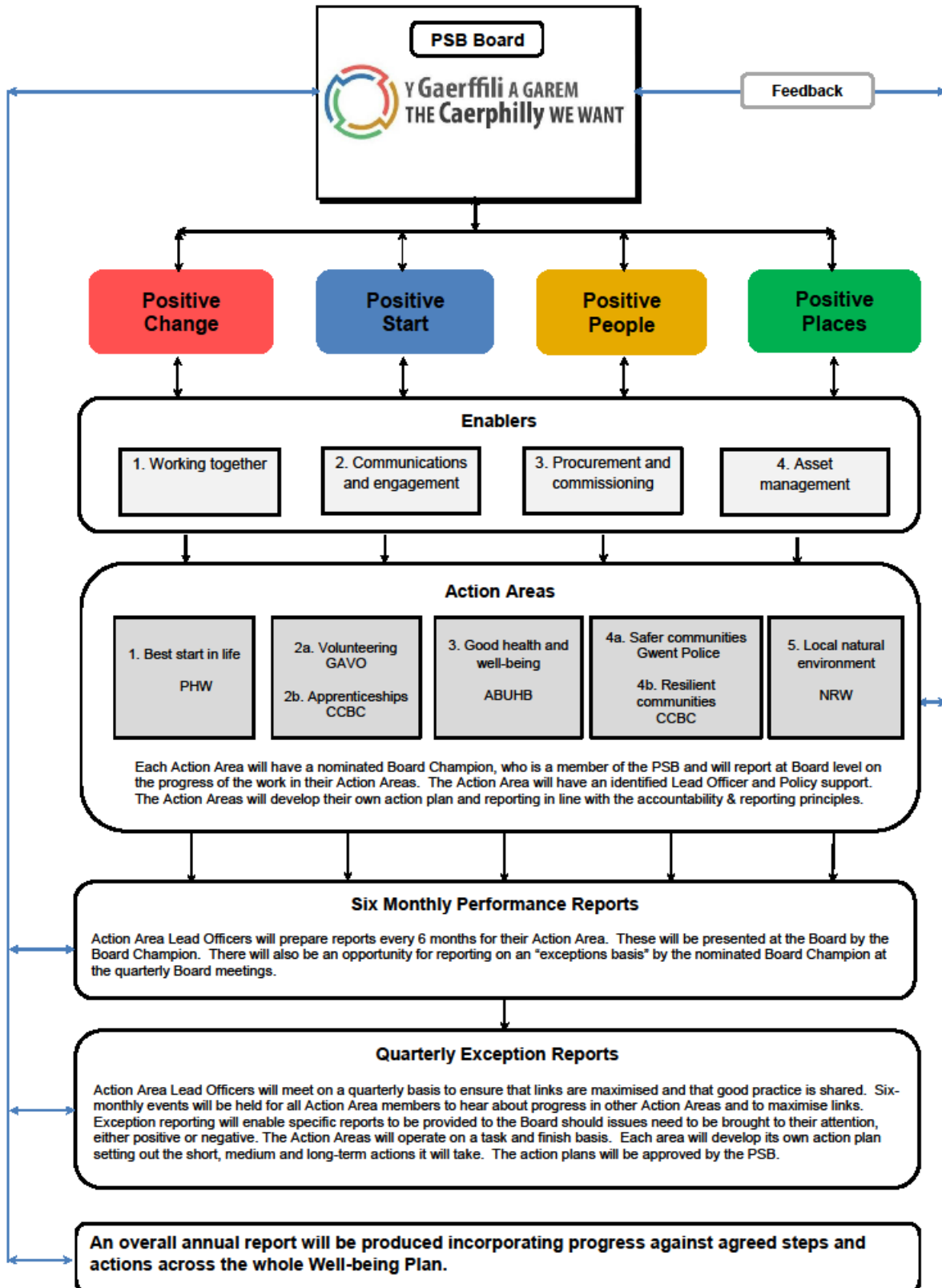
A close working relationship between the PSB Champion and Action Area Lead(s) will be important for effective reporting. The PSB Champion will present reports to the Board, and this role will help the Enablers and Action Areas to flag up information and updates to the Board, who need to understand deeper issues affecting outcomes.

This close working relationship will enable the conflicting needs to have routine reporting, but at the same time allow for more flexible reporting, to be bridged. This will help in deciding what issues may need to be flagged up if, for example, a decision is needed that cannot wait until the next reporting period. This will be a new way of connecting reporting with narrative, exception reporting and feedback. This will also provide a central point of accountability if information has not been provided.

Clear accountability of who writes reports and by when must be decided at outset.

4 Public Services Board –

Reporting Framework 2018-23



5. 'The Caerphilly We Want' Delivery Plan 2018-2023

Objectives

Objective 1: Positive Change – A shared commitment to improving the way we work together

Objective 2: Positive Start – Giving our future generations the best start in life

Objective 3: Positive People – Empowering and enabling all our residents to achieve their own potential

Objective 4: Positive Places – Enabling our communities to be resilient and sustainable

Enablers

Enabler 1 – Working together

1. Establishing the delivery framework for the Delivery Plan, including developing detailed action plans for each of the Enablers and Action Areas.
2. Provide leadership to facilitate the change that needs to happen and enable new ways of working.
3. Maximise the synergies with key local, regional and national strategies and plans to avoid duplication and provide a clear line of sight on how actions are directed and delivered.
4. Establish the necessary methods to facilitate joint working and sharing of good practice.
5. Identify and implement joint projects that provide benefits from partnership working and the sharing of resources.

Enabler 2 – Communications and engagement

1. Develop and implement a meaningful, long term engagement and communications strategy to involve and inform stakeholders.
2. Jointly communicate the positive messages about the county borough to our residents, businesses and potential inward investors.

Enabler 3 – Procurement and commissioning

1. Ensure that when we spend our money we maximise the benefits to our communities wherever possible.
2. Work together to maximise the value for money we gain by jointly purchasing goods and services.
3. Ensure that where possible, the goods and services we purchase are sustainable, low carbon and ethically responsible.
4. Work together to develop joint procurement and commissioning frameworks across the five local authorities and particularly with health including a focus on collaborative commissioning with the third sector.

Enabler 4 – Asset management

1. Maximise the use and value of all our assets.
2. Work together to reduce our energy use and increase our generation and use of green energy.

Action Areas

Action Area 1 – Best start in life

1. Maximise investment in the early years of a child's life to build resilience across the whole of their lives, thus helping to reduce the demand on services in the future.
2. Raise awareness and understanding of the importance of early life experiences (including adverse childhood experiences), with professionals and residents working together to reduce inequalities across the county borough.
3. Work with services and residents to reduce the impact of adverse childhood experiences for our current and future generations.

Action Area 2 – Volunteering and apprenticeships

1. Develop a co-ordinated programme of volunteering, maximising it as a route to personal well-being and employment, including promoting corporate volunteering.
2. Establish an all age apprenticeship programme across PSB member organisations with a co-ordinated point of access.
3. Maximise the opportunities for residents through the Cardiff Capital Region City Deal and the Valleys Task Force.

Action Area 3 – Good health and well-being

1. Improve joint working with an emphasis on prevention to address current and future health challenges.
2. Invest in the well-being of our staff.
3. Provide an integrated system of health, social care and well-being closer to home through the Neighbourhood Care Network.
4. Ensure front line staff have the necessary skills and expertise to provide joined up services that meet the needs of residents.
5. Work in close collaboration with the Regional Partnership Board for health and social care to ensure our individual priorities are developed in tandem to achieve our shared well-being goals.
6. Create a supportive environment that enables residents to manage their physical, mental and well-being needs in partnership with services.

Action Area 4 – Safer, resilient communities

1. Support our most disadvantaged communities to be resilient and cohesive and enable them to help themselves.
2. Support the 'Coalition for Change' geographical partnership working, so that it can be rolled out across the area and in other communities.
3. Support housing partners to deliver appropriate, affordable and sustainable homes.
4. Work with regional partners to create safe, confident communities and promote community cohesion.
5. Work in partnership to tackle irresponsible use of green space.

Action Area 5 – Protect and enhance the local natural environment

1. Protect, enhance and promote our natural environment, including encouraging and supporting community involvement.
2. Identify and remove the barriers to people accessing green spaces.
3. Increase the contribution that the environment makes to the health and well-being of our residents.

6. Roles and Responsibilities

Role	Description	Responsibility
Public Services Board	Statutory and invited Public Services Board organisation representatives	<ul style="list-style-type: none"> Overall responsibility for ensuring delivery of objectives within Well-being Plan
Board Champion	Public Services Board Member	<ul style="list-style-type: none"> Presenting 6 monthly Action Area report and exception reports to the Board Works closely with the Action Area Lead Officer(s) and Policy support Champions issues and removes barriers to the delivery of the Action Areas
Enabler or Action Area Lead Officer(s)	Officer(s) who coordinates and leads the work on an Enabler or Action Area	<ul style="list-style-type: none"> Coordinates Action Area Delivery Group Compiles reports Point of contact for Action Area
Enabler or Action Area Delivery Group member	Officers from partner organisations, community groups and residents, with the expertise and ability to influence decisions and undertake actions	<ul style="list-style-type: none"> Provide expertise Help to develop the action plan Deliver agreed actions to achieve the aims of the Enabler or Action Area
Policy Officer	Officers from Caerphilly County Borough Council, and other PSB member organisations with Policy roles	<ul style="list-style-type: none"> Provide Policy support such as research to the Action Area Lead Officer(s) and Delivery Group


7. Enabler and Action Area Support

Enabler				
Ref	Topic	Delivery Group	Lead Officer(s)	Policy Support
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8. Six/Monthly Dashboard Report



Well-being Plan 6 Monthly Update	Action Set: [insert]	Date: [insert]	Author [insert]
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Key Achievements & Progress of Action Plan	Measures / Milestones / Outcome Measures	Previous	Actual	RAG


Citizen view /Case Study/ Shared Experience

Risks	Low Medium High	Mitigating Actions	Priorities / Plans for the Next Period

9. Quarterly Exception Report



Public Services Board Exception Report

Action Area:	
Priority:	
Date:	
Report Author:	

Context

This report highlights the progress of the above Objective/Action area contained within the current Plan. The report highlights the positive and negative as exceptions only. Further details are available.

The PSB is requested to consider and comment on the following exceptions:

1.	•	
2.	•	
3.	•	

What has worked well? (Positives)

What are the challenges/barriers? (Negatives)

What issues would we like to raise at PSB?

What actions are we going to take to improve/mitigate?

10.



Delivery Plan 2018-2023

Action Area or Enabler: (Delete as appropriate and include ID number i.e. AA1 from Appendix 2)

Context:

Roles	Names	Email address
Lead PSB Member Champion		
Lead Officer (s)		
Policy Support Officer (s)		
Delivery Partners		
(List of groups and individuals involved in delivery and regular updates)		

Number	Priority Areas of Activity
include ID number i.e. AA1.1 from Appendix 2	

Outcomes to be worked towards under this Action Area / Enabler (need to include local and national outcomes)	Measures for this Action / Enabler

The Future Generations Framework should be used when developing and agreeing all content of this Delivery Plan. This framework helps translate the legal concepts (of the FG Act) into easily understandable and project focused prompts, which when followed will help design better / more robust principles. Following the framework prompts for each proposed area of activity / task will ensure :

- 1) the connections are made between the content of the Caerphilly County Borough Area Assessment of Local Well-Being 2017 and the Caerphilly Public Services Board Well-being Plan 2018-2013 and it's well-being objectives.
- 2) the Five Ways of Working are embedded to maximise contribution to the Seven Well-being Goals
- 3) early thinking to reflect and demonstrate change

Well-being Objectives	Initial Project Development	Review of the Project
Check to see if there is a connection between your proposed activity / task and the relevant Public Bodies and/ or Public Services Board's Well-being Objectives and Plans		

<p>Five Ways of Working</p> <p>Using the Five Ways of Working is a key element of the legislation. They must be used throughout the life time of a project, from design to review.</p>	<p>Initial Project Development</p>	<p>Review of the Project</p>
<p>Seven Well-being Goals</p> <p>The well-being goals must be considered as an integrated set of seven, and the well-being objectives (considered above) should maximise contribution to all seven</p>	<p>Initial Project Development</p>	<p>Review of the Project</p>

Action Area / Enabler : (delete as appropriate)	
Priority Area of Activity (include ID number)	Priority areas of activity can be listed together at the beginning of this section or separated out into different sections)

No. /Ref	Key Tasks	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
			Short - term	Medium - term	Long - term

Repeat as necessary

Actual Risk	Risk Rating (Low / Medium / High)	How will you manage/mitigate this risk - what are you doing to reduce the risk and by when?	Risk Owner