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Blaenau Gwent

Our Ref./Ein Cyf.
Your Ref./Eich Cyf.
Contact:/Cysylltwch â:

THIS IS A MEETING WHICH THE PUBLIC ARE ENTITLED TO ATTEND

1st June, 2023

Dear Sir/Madam

GWENT PUBLIC SERVICES BOARD SCRUTINY COMMITTEE

A meeting of the Gwent Public Services Board Scrutiny Committee will be held in via MS Teams (if you wish to view this meeting please contact michelle.hicks@blaenau-gwent.gov.uk) on Wednesday, 7th June, 2023 at 2.00 pm.

Yours faithfully

Damien McCann
Interim Chief Executive

AGENDA

Pages

1. SIMULTANEOUS TRANSLATION

You are welcome to use Welsh at the meeting a minimum notice period of 3 working days is required should you wish to do so. A simultaneous translation will be provided if requested.

2. **APOLOGIES**
- To receive.
3. **DECLARATIONS OF INTEREST AND DISPENSATIONS**
- To receive any declarations of interest and dispensation.
4. **GWENT PUBLIC SERVICES BOARD SCRUTINY COMMITTEE** 5 - 8
- To consider the decisions of the Gwent PSB Scrutiny Committee held on 29th March, 2023.
- (N.B. The decisions are submitted for accuracy points only)*
5. **ACTION SHEET** 9 - 10
- To receive.
6. **DRAFT TERMS OF REFERENCE FOR THE GWENT PUBLIC SERVICES BOARD SCRUTINY COMMITTEE** 11 - 20
- To consider the report of Sarah King, Head of Democratic Services, Governance and Partnerships.
7. **GWENT PUBLIC SERVICES BOARD DRAFT PERFORMANCE MANAGEMENT FRAMEWORK** 21 - 38
- To consider.

To: Councillor E. Jones
Councillor T. Smith
Councillor Evans
Councillor J. Morgan, J.P.
Peter Farley
Councillor Angel
Councillor Williams
Councillor Hussain
Councillor Stowell-Corten
Councillor Jones
Councillor Watts
Councillor Seabourne
Councillor Williams

All other Members (for information)
Interim Chief Executive
Chief Officers

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COUNTY BOROUGH OF BLAENAU GWENT

**REPORT TO: THE CHAIR AND MEMBERS OF THE
GWENT PUBLIC SERVICES BOARD
SCRUTINY COMMITTEE**

**SUBJECT: GWENT PUBLIC SERVICES BOARD
SCRUTINY COMMITTEE – 29TH MARCH, 2023**

REPORT OF: DEMOCRATIC & COMMITTEE SUPPORT OFFICER

PRESENT: COUNCILLOR T. SMITH (BGCBC) (CHAIR)

Blaenau Gwent
Councillor E. Jones

Torfaen
Councillor D.H. Williams
Councillor R. Seabourne

Monmouthshire
Councillor P. Jones
Councillor A. Watts

Caerphilly
Councillor S. Williams
Councillor A. Angel

Newport CC
Councillor E. Corten
Councillor F. Hussain

GAVO
Peter Farley

Gwent Fire and Rescue Authority
Councillor J. Morgan
Councillor S. Evans

WITH: Blaenau Gwent CBC

Sarah King
David Arnold
Gemma Wasley
Liz Thomas
Louise Bishop

Torfaen CBC

Kate Williams
Kathryn Peters
Rebecca Fahey-Jones

Monmouthshire CBC

Sharran Lloyd
Robert McGowan
Hazel Ilett

Caerphilly CBC

Catherin Forbes Thompson
Kathryn Peters

Newport CC

Janice Dent

Natural Resource Wales

Juliet Michael

South Wales Fire and Rescue Service

Steve O'Connell

OBSERVERS: Sarah Handy, RCTCBC
Meryl Lawrence, Bridgend
Rachel Keepins, Bridgend

ITEM	SUBJECT
No. 1	<p><u>SIMULTANEOUS TRANSLATION</u></p> <p>It was noted that no requests had been received for the simultaneous translation service.</p>

No. 2	<p><u>APOLOGIES</u></p> <p>No apologies for absence were received.</p>
No. 3	<p><u>DECLARATIONS OF INTERESTS AND DISPENSATIONS</u></p> <p>No declarations of interest or dispensations were reported.</p>
No. 4	<p><u>GWENT WELL-BEING PLAN 2023-28</u></p> <p>Consideration was given to the joint report of the Professional Lead for Strategic Partnerships and Head of Democratic Services, Governance & Partnerships (Blaenau Gwent).</p> <p>The Committee AGREED that the report be accepted and the Gwent PSB Scrutiny Committee endorsed the Gwent Well-Being Plan 2023-28 as presented.</p>

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Gwent Public Services Scrutiny Committee

Action Sheet

Meeting Date	Action to be Taken	By Whom	Action Taken
29.03.23	Item 4: Gwent Well-Being Plan 2023-28 A Performance Management report in to be included in the Forward Work Programme, in relation to the Gwent Well-Being 2023-28 two main objectives and the five steps to achieve those objectives.	Scrutiny and Democratic Officer	Report scheduled into the Draft Forward Work Programme.

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SUBJECT: Draft Terms of Reference for the Gwent Public Services Board Scrutiny Committee

MEETING: Gwent Public Services Board Scrutiny Committee

DATE: 7th June 2023

Report written and submitted by: Sarah King, Head of Democratic Services, Governance & Partnerships (Blaenau Gwent Council)

1 Areas Affected

- 1.1 All Local Authority areas of Gwent have Member representation on the Gwent Public Services Board Scrutiny Committee and partner organisations: South Wales Fire and Rescue Service, Gwent Voluntary Organisations and Aneurin Bevan University Health Board.

2 Purpose of Report

- 2.1 The purpose of the report is to present the Draft Terms of Reference for the Gwent Public Services Board Scrutiny Committee for consideration and agreement by the Committee.

3 Background

- 3.1 In September 2022, the Public Services Board agreed to establish regional scrutiny arrangements to review and scrutinise the work of the Gwent Public Services Board.
- 3.2 In January 2023, the Gwent Public Services Board Scrutiny Committee was established and nominations for representation were received from all five Gwent Local Authorities, the South Wales Fire and Rescue Service and Gwent Association of Voluntary Organisations.
- 3.3 The Aneurin Bevan University Health Board has yet to appoint a nominee.
- 3.4 Natural Resources Wales were unable to provide a representative, owing to their remit covering the whole of Wales. However, they wished to be kept informed of scrutiny activity.
- 3.4 The Scrutiny Committee received training facilitated by the WLGA on 3rd February 2023; and held its first meeting on 29th March 2023, followed by a workshop session to discuss the governance arrangements for the Scrutiny Committee.

4 Funding

- 4.1 The Gwent Public Services Board agreed that each statutory partner organisation (excluding the lead organisation BGCBC, who will provide support in-kind) provides a nominal financial contribution to support the development and operation of the Scrutiny Committee.
- 4.1 The anticipated costs were £15,000 and it was agreed that these costs would be shared equally by the seven organisations (i.e. Caerphilly County Borough Council, Monmouthshire County Council, Newport City Council, Torfaen County Borough Council, South Wales Fire and Rescue Service, Natural Resources Wales and Aneurin Bevan University Health Board) each organisation paying a sum of £2,140.

5 Draft Terms of Reference

- 5.1 At the Workshop session on 29th March 2023, a range of options were presented to the Scrutiny Committee Members for consideration to develop the Terms of Reference and governance arrangements of the Gwent Public Services Board Scrutiny Committee. The Draft Terms of Reference attached at Appendix 1.
- 5.2 At the Workshop session Members recommended that the Chairperson be appointed annually and rotated alphabetically by Local Authority / Organisation; and that the Vice-Chair also be appointed annually, rotated alphabetically from a different Local Authority / Organisation to the Chairperson
- 5.3 It was further recommended that the Scrutiny Committee meetings are offered on a hybrid basis, with the option to hold the meetings in other Local Authority areas. It should be noted that if meetings are held in other Local Authority areas, the support arrangements for that meeting for the use of the systems within that Local Authority would need to be provided by the democratic services staff of that council, adhering to individual council's Multi Location Meetings Policies.

6 Recommendations

- 6.1 It is recommended that the Gwent Public Services Board Scrutiny Committee:
- (i) Consider and agree the Draft Terms of Reference (Appendix 1);
 - (ii) Agree that the Chairperson for the first year (June 2023 – May 2024) would be a nominated representative from Blaenau Gwent County Borough Council;
 - (iii) Agree that the Vice-Chairperson for the first year (June 2023 – May 2024) would be a nominated representative from Caerphilly County Borough Council; and
 - (iv) That meetings will be held on a hybrid basis, taking into consideration the detail in paragraph 5.3.

- 6.2 Following agreement of 6.1 (iv), the Committee to agree the venue for the next meeting of the Gwent Public Services Board Scrutiny Committee scheduled to be held on 6th September 2023.

Background Documents

Appendix 1 – Gwent Public Services Board Draft Terms of Reference

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DRAFT
Gwent Public Service Board (PSB) Scrutiny Committee
Terms of Reference

1. Purpose of the Joint Scrutiny Committee

- a) The aim of the Gwent Public Service Board Joint Scrutiny Committee is to scrutinise the effectiveness of the *Regional Public Services Board*.
- b) The core statutory functions of the Committee are:
- To review or scrutinise the decisions made, or actions taken by the Board;
 - To review or scrutinise the Board's governance arrangements;
 - To make reports or recommendations to the Board regarding its functions or governance arrangements;
 - To consider matters relating to the Board as the Welsh Ministers may refer to it and report to the Welsh Ministers accordingly; and
 - To carry out other functions in relation to the Board that are imposed on it by the Well-Being of Future Generations (Wales) Act 2015.
- c) In addition to these functions the Committee can also consider:
- The effectiveness of the Wellbeing Assessment;
 - The effectiveness of the Wellbeing Plan;
 - The effectiveness of performance measurement arrangements;
 - The level of commitment from individual partners to the work of the Public Services Board;
 - The effectiveness of the Public Services Board in communicating its work, objectives and outcomes to its stakeholders; and
 - The effectiveness of the Public Services Board in addressing the issue of pooled funding to tackle priorities.
- d) To enable it to fulfil its scrutiny function the Scrutiny Committee will be provided with evidence in the form of:
- Assessment of local well-being;
 - Annual reports; and
 - Reporting on joint projects directed by the *Regional Public Services Board*.
- e) The Committee should recognise that the Wellbeing of Future Generations (Wales) Act 2015 only allows there to be scrutiny of the 'corporate body' of the PSB, and not the individual members. The legislation states:
- "The committee can require any member of the board to give evidence, but only in respect of the exercise of joint functions conferred on them as a member of the board under this Act."*
- f) The success of the joint Scrutiny Committee will be built on the understanding that all officers, members of the committee and invitees are always treated with courtesy and respect.

2. **Support Arrangements**

Blaenau Gwent County Borough Council has been appointed as the host authority to undertake the administrative arrangements and provide dedicated support and advisers for the Scrutiny Committee.

(a) **The support arrangements include:**

- Arranging regular meetings of the Committee - meetings are held within appropriate timescales following meetings of the Public Services Board.
- Preparing agendas and papers for meetings using Modern.Gov - Agendas and papers are prepared and distributed in a timely manner.
- Inviting participants
- Managing attendance
- Provision of meeting venues
- Minute taking
- Working on the Annual Report – the Committee will be required to produce an annual report on the work of the committee
- Preparing evidence for Scrutiny
- Provide an advisory role to the committee

(b) **Expectations of Partners**

The PSB Scrutiny Committee is a joint venture between the five Gwent local authorities, ABUHB, GAVO, South Wales Fire and Rescue Service. Blaenau Gwent Council will host the scrutiny committee; however, its success will only be achieved by working together.

- Individual organisations to brief their elected Members on the role of the PSB Board and Scrutiny Committee and committee papers
- Individual Organisations to arrange Pre meetings with their Elected Members prior to each Scrutiny Committee meeting
- To contribute to PSB Scrutiny Committee meetings as necessary
- Reports to be submitted by partner organisations to contribute to the work of the PSB Scrutiny Committee.

3. **Membership of the Gwent PSB Scrutiny Committee**

(a) The Joint Scrutiny Committee will comprise of an equal number of elected members from each local authority area, excluding Cabinet Members; and also nominated additional members from partner organisations.

- Blaenau Gwent County Borough Council – 2 Elected Members
- Caerphilly County Borough Council – 2 Elected Members
- Monmouthshire County Borough Council – 2 Elected Members
- Newport City Council – 2 Elected Members
- Torfaen County Borough Council – 2 Elected Members
- Aneurin Bevan University Health Board – 1 Elected Member
- Gwent Association of Voluntary Organisations – 1 Representative
- South Wales Fire and Rescue Service – 2 Elected Members

- Natural Resources Wales to be involved but no representative on the Joint Scrutiny Committee

(b) It is a matter for each Appointing Authority, from time to time, to nominate, or terminate the appointment of its nominated Member serving on the Joint Scrutiny Committee. Each Appointing Authority shall be entitled, from time to time, to appoint a deputy for its Member representative to the Joint Scrutiny Committee but such deputy shall only be entitled to vote at meetings of the Joint Scrutiny Committee in the absence of his or her corresponding principal member.

(c) The length of appointment is a matter for each Appointing Authority.

4. **Election of Chair**

The Chairperson to be appointed annually and rotated alphabetically by Local Authority / Organisation.

5. **Election of Vice-Chair**

The Vice-Chairperson to be appointed annually, rotated alphabetically from a different Local Authority / Organisation to the Chairperson.

6. **Quorum**

The quorum necessary for a meeting of the Joint Scrutiny Committee is at least 7 of the 14 Joint Scrutiny Committee Members, present at the relevant time.

7. **Voting**

All Joint Scrutiny Committee Members shall have voting rights.

8. **Invitations to the Joint Scrutiny Committee**

(a) The Committee may request any member of the PSB to attend a committee meeting to assist with issues under consideration.

(b) When the Committee wishes to invite members of the PSB, officers, Cabinet Members, or another individual to a meeting, it will:

- Offer a minimum notice of 6 weeks' notice;
- Clearly outline the reason and the likely areas for questioning;
- Identify whether any paperwork is to be produced.

9. Rules of Procedure

- (a) The Joint Scrutiny Committee will operate in the same way as other Council Scrutiny Committees but will hold the PSB to account rather than the Cabinet. Arrangements for pre meetings and post evaluation meetings will be established as part of the committee arrangements.
- (b) The scrutiny procedure rules, 'call in' processes and arrangements for declarations of interest will apply to all meetings of the Joint PSB Scrutiny Committee.
- (c) The Committee is to be treated as a committee of a principal council for the purposes of Part VA of the Local Government Act 1972(1) (access to meetings and documents of certain authorities, committees and sub-committees).

10. Access to information rules

- (a) Meetings of the Committee will be subject to the same access to information rules as other public meetings of the council.
- (b) The Chair will adhere to the access to information rules of his/her respective Authority.

11. Confidentiality of Information

In accordance with Members' respective Authority's Code of Conduct, members (Elected Members and Co-opted Members) of the Joint Scrutiny Committee must not disclose any information considered 'exempt' in accordance with Section 100A (4) of the Local Government Act 1972.

12. Openness and Transparency

- (a) All formal meetings of the Joint Scrutiny Committee will be open to the public unless it is necessary to exclude the public in accordance with Section 100A (4) of the Local Government Act 1972.
- (b) All agendas, reports, minutes and recordings of the Joint Scrutiny Committee will be made publicly available, unless deemed exempt or confidential in accordance with the above Act.

13. Meetings of the Joint Scrutiny Committee

- (a) Meetings will be held aligned to the Public Services Board with a schedule of meeting dates circulated and agreed at the start of each municipal year. Extra meetings may be called where 50% of the Elected Members identify the need.

- (b) Meetings of the Joint Scrutiny Committee will be held on a Wednesday, with the pre meeting commencing at 1.30pm, and the formal meeting following at 2.00pm.
- (c) Meetings of the Joint Scrutiny Committee shall be offered on a hybrid basis, with the option to hold the meetings in other LA areas, with the proviso that the support arrangements for the use of systems within that LA are provided by the democratic services staff of that council. The Multi Location Meetings policies of each local authority will be followed when utilising their facilities.

Schedule of Meetings

- Public Service Board Meeting – 16th March 2023
- **Scrutiny Committee Meeting – 29th March 2023**
- Public Service Board Meeting – 27th April 2023
- **Scrutiny Committee Meeting – 7th June 2023**
- Public Service Board Meeting – 22nd June 2023
- **Scrutiny Committee Meeting – 6th September 2023**
- Public Service Board Meeting – 21st September 2023
- **Scrutiny Committee Meeting – 8th November 2023**
- Public Service Board Meeting – 14th December 2023

14. Forward work programme

The Joint Scrutiny Committee will establish an annual Forward Work Programme to identify what issues the Committee intends to focus on during the course of the year. The Forward Work Programme is a fluid document and can be amended throughout the year:

- The terms of reference of the Committee are to be reviewed on an annual basis and to be incorporated into the Committee's Work Programme.
- The forward work programme should provide a clear rationale as to the purpose of considering a particular topic, and to the methods by which it will be investigated.
- The Committee must have regard to The Wellbeing of Future Generations Act and the Local Government and Elections Act.
- Consideration should be given to the key priorities for each individual Local Authority area.
- A degree of flexibility should be incorporated in order for the Committee to consider issues on an ad-hoc basis.

At each meeting of the Joint Scrutiny Committee, the Forward Work Programme for the following meeting will be discussed and agreed as part the agenda.

15. Task and Finish Groups

- (a) The Committee can establish task and finish groups to undertake specific time bound work and any Member may sit on these groups if they have a specific interest or knowledge and are invited to do so, and if there are no prejudicial interests.
- (b) A task and finish group template would need to be completed for each task and finish group and approved by the Joint Scrutiny Committee.
- (c) Any report or recommendations made by a Task and Finish Group of the Committee is subject to approval by a resolution of the Committee.

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.
 - setting local objectives that are designed to maximise their contribution within their areas to achieving those goals.
 - 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:**

Sharran Lloyd: Strategic Partnerships Manager (MCC)

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Richard Jones: Policy & Performance Manager (MCC)

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1. OVERVIEW

The Gwent Wellbeing plan sets out what the Gwent PSB intends to achieve through the delivery of its wellbeing objectives. Following approval of the Wellbeing Plan a detailed action plan will be developed for each step. This will be a mix of:

- **Regional collaborative activity** - To be overseen and shaped by the PSB. Many of the issues highlighted in the well-being assessment are complex challenges that are too big for any one organisation to tackle in isolation. They need a partnership approach and the value added that comes from acting at scale
- **Local activity** - To be overseen by local delivery groups. This will include i) local delivery of regional priorities, and ii) collaborative activity on issues which may be felt acutely in one or more local authority areas but are not priorities at a Gwent level

The delivery plan needs to state who will be responsible for monitoring progress, how often, and the measures they will use to do this. Most of the measures included in the draft proposed framework (table no 2 below) are produced annually by third parties and therefore can be reported annually to the PSB. However, given the complex nature of the areas measured there is a likelihood that significant movement or progress in these areas may only present over the medium term. While the number of measures appears large, it should be remembered that these cover significant breadth and when dealing with complex challenges a basket of measures will be required to demonstrate progress.

It will be important to track milestones, processes, and output measures to give assurance that the PSB is making progress against its objectives. Measures and milestones will need to be agreed that will allow the PSB to track changes in the short (1-2yrs) medium (2-5yrs) and long term (5+ years), based on agreed activity undertaken, and assess how it is improving the social, cultural, environmental, and economic wellbeing across Gwent.

2. ACCOUNTABILITY

It is important that activity undertaken by the Gwent PSB, to deliver against the wellbeing objectives is transparent, well communicated, monitored, and evaluated accurately to understand the impact from delivery. Accountability will be key, and the regional scrutiny committee will have a fundamental role in ensuring that there is effective and thorough scrutiny of delivery and outcomes on-behalf of the citizens of Gwent. Scrutiny committees will be able to communicate their findings to the PSB for consideration. Local scrutiny committee will also be able to examine delivery at a local level, and report findings to their respective Local Delivery Group, or where there may be concerns with regional approaches/delivery, raise for discussion at the regional scrutiny committee.

It is also anticipated that officers of GSWAG (The Gwent Strategic Well-being Action Group) will play an important role in implementing and coordinating the performance management framework. PSB support officers will need to coordinate the reporting arrangements, collating and assessing information and providing recommendations to PSB based on progress made, barriers, challenges, or successes. Roles and timelines for reporting are proposed in table 1 below.

Table 1: DRAFT Reporting/Scrutiny outline:

MEETING	WHAT THEY WILL SEE	FREQUENCY (TBA)
PSB	<ul style="list-style-type: none"> • Progress against headline/outcome level PIs • Narrative analysis of progress (key milestones) • Exceptions / Highlights reports on progress against steps 	<ul style="list-style-type: none"> • Annual • Annual • Programmed so each is seen at least twice during a five-year period
Regional Scrutiny Committee	As above	Scrutinised prior to receipt by Gwent PSB
Local Delivery Group (LDG) (Suggestion only – each LDG retains discretion)	<ul style="list-style-type: none"> • Progress against local PIs • Progress report against key milestones 	<ul style="list-style-type: none"> • Biannual • Biannual
Local Scrutiny Committee (suggestion only – each local authority committee retains discretion)	<ul style="list-style-type: none"> • Progress against local PIs • Progress report against key milestones • Exceptions / Highlights reports on progress against local delivery 	<ul style="list-style-type: none"> • Annual • Biannual • To be set as part of local workplans

3. DRAFT PERFORMANCE MEASURES & INDICATORS – MONITORING PROGRESS & REPORTING

The performance management framework will incorporate measures and indicators that will enable the PSB, scrutiny committees and the public to better understand the progress being made towards delivery of the wellbeing objectives, through the proposed steps. A draft set of performance measures have been provided in table 2 below against the current 5 steps in the wellbeing plan. These include, the proposed Marmot indicators and national indicators, where data is available. It will be necessary to add additional indicators and milestones once delivery activity is agreed.

Table 2: DRAFT Performance Measures

DRAFT INDICATORS/MEASURES			
Wellbeing Plan Objectives: 1) We want to create a fairer, more equitable and inclusive Gwent for all 2) We want a climate-ready Gwent, where our environment is valued and protected, benefitting our well-being now and for future generations			
Well-being Plan Step	MARMOT	NATIONAL	SOURCE
1) Take action to reduce the cost-of-living crisis in the longer term	% of children living in relative low-income families % of people living in households in material deprivation Rate of households for whom homelessness was successfully prevented for at least 6 months per 10,000 households % of all employees earning below Living Wage Foundation rates % of working age people who are employed (males, females) % of working age adults qualified to NQF level 2 (KS4 - GCSEs A*-C) and above Economic inactivity rate excluding students (males, females)	<ul style="list-style-type: none"> Gross disposable income per household (median average) Percentage of children living in low-income families Percentage of people living in households in material deprivation Percentage of households in fuel poverty WG National Measures/Milestones: https://www.gov.wales/well-being-wales-national-indicator-technical-descriptions-and-data-links	Children in low income families: local area statistics - GOV.UK (www.gov.uk) Percentage of people living in households in material deprivation by local authority (gov.wales) Prevention of Homelessness by Area and Measure (Section 66) (gov.wales) Number and proportion of employee jobs with hourly pay below the living wage - Office for National Statistics (ons.gov.uk) Employment rate by Welsh local area and year (gov.wales)

			<p>Highest qualification levels of working age adults by ITL 2 area, qualification and year (gov.wales)</p> <p>Employment rate by Welsh local area and year (gov.wales)</p> <p>National Source: Economy Chapter, p.12 National Statistics National Statistics Social Chapter, p.90 Economy Chapter, p. 28</p>
<p>2) Provide and enable the supply of good quality, affordable, appropriate homes</p>		<ul style="list-style-type: none"> • Percentage of Lower Super Output Areas in Gwent featuring in the most deprived 10% in Wales (WIMD housing domain)¹ • Number and rate per 10,000 households in temporary accommodation • House price to income ratio • Units of affordable housing delivered • Average energy efficiency rating of the housing stock 	<ul style="list-style-type: none"> • Social chapter, p.85 • Social chapter, p.91 • Social Chapter, p.88 • Social Chapter, p.88 • Social Chapter, p.90

¹ Lower Super Output Areas are geographical areas used by statisticians. They comprise between 400 and 1,200 households and have a usually resident population between 1,000 and 3,000 persons. Sometimes they correspond closely with wards but they do not tend to match precisely.

		<p>WG National Measures/Milestones: https://www.gov.wales/well-being-wales-national-indicator-technical-descriptions-and-data-links</p>	
<p>3) Taking action to reduce our carbon emissions, help Gwent adapt to climate change, and protect and restore our natural environment</p>	<p>Average annual micrograms of NO2 pollution exposure at residential dwelling locations</p>	<ul style="list-style-type: none"> • Net carbon emissions per head of population • Amount of renewable energy generated of PSB partner owned and operated schemes • [To be defined - A measure of river water quality e.g. percentage of Gwent rivers attaining 'good' status under the Water Framework Directive] • [A measure of air quality e.g. average micrograms of NO₂ at residential dwelling locations per m³] • [A measure of habitat / species loss] <p>WG National Measures/Milestones: https://www.gov.wales/well-being-wales-national-indicator-technical-descriptions-and-data-links</p>	<p>Air Quality Indicators (gov.wales)</p> <p>Local Measure (include PV panels, canopies, wind turbines, hydro etc)</p> <p>[TBC e.g. Environment Chapter, p.50]</p> <p>[TBC e.g. Environment Chapter, p.25]</p>

<p>4) Take action to address inequities, particularly in relation to health, through the framework of the Marmot Principles</p>	<p>Healthy life expectancy at birth (males, females)</p> <p>% of people who are lonely (age 16+)</p>	<ul style="list-style-type: none"> • Percentage of LSOAs in the 10% most deprived in Wales • Percentage of LSOAs in the 10% most income deprived in Wales • Percentage of low birthweight babies • Average healthy life expectancy (female and male) • Gap in life expectancy between the most and least deprived wards • Rate of deaths due to cancer • Rate of deaths due to cardiovascular disease • Warwick-Edinburgh Mental Well-being Score • Percentage of people who report doing exercise three or more times in the previous week <p>WG National Measures/Milestones: https://www.gov.wales/well-being-wales-national-indicator-technical-descriptions-and-data-links</p>	<p>PHOF Dashboard.knit (shinyapps.io)</p> <p>Percentage of people who are lonely by age and gender (gov.wales)</p> <ul style="list-style-type: none"> • Economy Chapter, p.18 • Economy Chapter, p.21 • Social Chapter, p.57 • Social Chapter, p.50 • Social Chapter, p.51 • Social Chapter, p.53 • Social Chapter, p.54 • Social Chapter, p.75 <p>National Survey for Wales</p>
<p>5) Enable and support people, neighbourhoods, and communities to be</p>	<p>% of people satisfied with local area as a place to live</p>	<p><u>Resilient and Connected</u></p> <ul style="list-style-type: none"> • Percentage of people who report feeling lonely 	<p>Percentage of people satisfied with local area as a place to live by local authority (gov.wales)</p>

<p>resilient, connected, thriving and safe</p>	<p>% of people feeling safe at home, walking in the local area and when travelling</p> <p>% of people satisfied with their ability to get to/access the facilities and services they need</p>	<ul style="list-style-type: none"> Percentage of LSOAs in Gwent featuring in the most deprived 10% in Wales (WIMD Access to services domain) Number of rail journeys (entries and exit data for Gwent stations) <p><u>Thriving</u></p> <ul style="list-style-type: none"> Active business enterprises per 10,000 working age population Gross weekly earnings by residence Unemployment Rate <p><u>Safe</u></p> <ul style="list-style-type: none"> Recorded crime rate per 1,000 population Anti-Social Behaviour per 1,000 population Child sexual exploitation rate per 1,000 population <p>WG National Measures/Milestones: https://www.gov.wales/well-being-wales-national-indicator-technical-descriptions-and-data-links</p>	<p>Percentage of people who feel safe by age and gender (gov.wales)</p> <p>Percentage of people satisfied with their ability to get to/access facilities and services they need (gov.wales)</p> <p><u>Resilient and Connected</u></p> <ul style="list-style-type: none"> Social Chapter p.77 and National Survey for Wales Social Chapter, p.101 Social Chapter, p.97 <p><u>Thriving</u></p> <ul style="list-style-type: none"> Economy Chapter, p.32 Economy Chapter, p. Economy Chapter, p.15 <p><u>Safe</u></p> <ul style="list-style-type: none"> Social Chapter, p.7 Social Chapter, p.9 Social Chapter, p.14
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GSWAG and PSB support officers will need to implement reporting templates which will form part of the performance management framework (PMF). A draft set of principles to guide the development of the PMF are as follows:

- Evaluate the delivery of outcomes and impacts of partnership working on wellbeing of people and places
- Informed by a range of qualitative and quantitative information, experiences, case studies, research, and evidence to evaluate progress and impact
- Integrated system that links objectives, steps, actions, and delivery
- Review progress, performance, and effectiveness for the short, medium, and long term
- Collaborate with other strategic partnerships, local, regional, and national delivery to integrate and align delivery
- Involve PSB partners, other organisations, private and third sectors, local residents or community representatives from a wide cross section of our communities (where appropriate)
- Focus on partner and/or collaborative activity contributing to steps and objectives not ‘business as usual’
- Facilitate self-reflection, accountability, and scrutiny for delivery of objectives and steps
- Clarify roles, responsibilities and accountability for performance, delivery, and monitoring
- Act in accordance with the Five Ways of working and maximise contribution to the seven national well-being goals.
- Facilitate challenge, innovation, and ambition in delivering objectives and sharing of and learning from best practice and striving for improvement
- Support the identification of intervention, adjustments or conditions needed to continue to enable and deliver the right outcomes for people and places
- Self-evaluative, reflective, and challenging of performance and progress, with exception monitoring

Reporting templates will need to consider:

- Actions, Milestones, measures, risks/vulnerabilities
- Key achievements; successes; slippage; blockages (SWOT?)
- Intervention/action being taken/needed to address
- Self-evaluation of progress
- Responsible/holders and timescales

Template 1 (Diagram 3) – Who & How	Template 2 (Diagram 4) – Activity & Progress
<ul style="list-style-type: none"> • Step/priority, Lead, Date & complete by • PSB objectives/priority/ statutory duty • Who we are working with (Delivery Partners) • Where are we working (Include geographical coverage?) • Resources • Why are we focussing on this? (Evidence and legislative framework) • What do we want to achieve? • Well-being goals/ways of working/ Future Generations Framework for Service Design, • Measures/milestones • Key risks 	<ul style="list-style-type: none"> • Action/expected impact/ timescale (short/Medium/long)/ what have we done-progress/impact- difference/RAG • Key Achievements & Successes Outcomes – what are the impacts? • Case studies • Funding/ Capacity/ Resources • Performance measures (incl Qualitative)/metrics /milestones/progress and target/ RAG • Risks/ barriers, manage/mitigating actions/responsibility • Conclusion/What next?

- | | |
|--|---|
| | <ul style="list-style-type: none">• Issues escalate? Recommendation/s for consideration/ Guidance sought from Public Service Boards |
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Diagram 3: DRAFT reporting template

Public Service Board plan:																																																																										
<table border="1"> <tr> <td colspan="2">Priority</td> </tr> <tr> <td colspan="2">Priority/statutory duty:</td> </tr> <tr> <td colspan="2">PSB objective:</td> </tr> <tr> <td colspan="2">Lead:</td> </tr> <tr> <td colspan="2">Date:</td> </tr> <tr> <td colspan="2">Delivery - Who are we working with?</td> </tr> <tr> <td colspan="2"> </td> </tr> <tr> <td colspan="2">Delivery - Where are we working?</td> </tr> <tr> <td colspan="2"> </td> </tr> <tr> <td colspan="2">Delivery - Resources</td> </tr> <tr> <td colspan="2">Funding:</td> </tr> <tr> <td colspan="2">Staff:</td> </tr> <tr> <td colspan="2">Well-being of Future Generations Act</td> </tr> <tr> <td colspan="2">Seven well-being Goals:</td> </tr> <tr> <td>A prosperous Wales</td> <td> </td> </tr> <tr> <td>A resilient Wales</td> <td> </td> </tr> <tr> <td>A healthier Wales</td> <td> </td> </tr> <tr> <td>A more equal Wales</td> <td> </td> </tr> <tr> <td>A Wales of cohesive communities</td> <td> </td> </tr> <tr> <td>A Wales of vibrant culture and thriving welsh language</td> <td> </td> </tr> <tr> <td>A globally responsible Wales</td> <td> </td> </tr> <tr> <td colspan="2"> </td> </tr> <tr> <td colspan="2">Five ways of working:</td> </tr> <tr> <td>Long term</td> <td> </td> </tr> <tr> <td>Prevention</td> <td> </td> </tr> <tr> <td>Integration</td> <td> </td> </tr> <tr> <td>Collaboration</td> <td> </td> </tr> <tr> <td>Involvement</td> <td> </td> </tr> </table>	Priority		Priority/statutory duty:		PSB objective:		Lead:		Date:		Delivery - Who are we working with?				Delivery - Where are we working?				Delivery - Resources		Funding:		Staff:		Well-being of Future Generations Act		Seven well-being Goals:		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				Five ways of working:		Long term		Prevention		Integration		Collaboration		Involvement		<table border="1"> <tr> <td colspan="2">Categorise - Why are we focussing on this?</td> </tr> <tr> <td colspan="2"> </td> </tr> <tr> <td colspan="2">Response -What do we want to achieve?</td> </tr> <tr> <td colspan="2">1)</td> </tr> </table>	Categorise - Why are we focussing on this?				Response -What do we want to achieve?		1)		<table border="1"> <tr> <td colspan="2">Impact - Measures/milestones</td> </tr> <tr> <td colspan="2">1)</td> </tr> <tr> <td colspan="2">Impact - Key risks</td> </tr> <tr> <td colspan="2">1)</td> </tr> </table>	Impact - Measures/milestones		1)		Impact - Key risks		1)	
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Diagram 4: DRAFT Reporting template – Activity

Public Service Board Performance Report:

RAG rating: **Green**= Progressing well – on target **Amber**= Progress being made - not on target **Red**= Attention needed –behind target

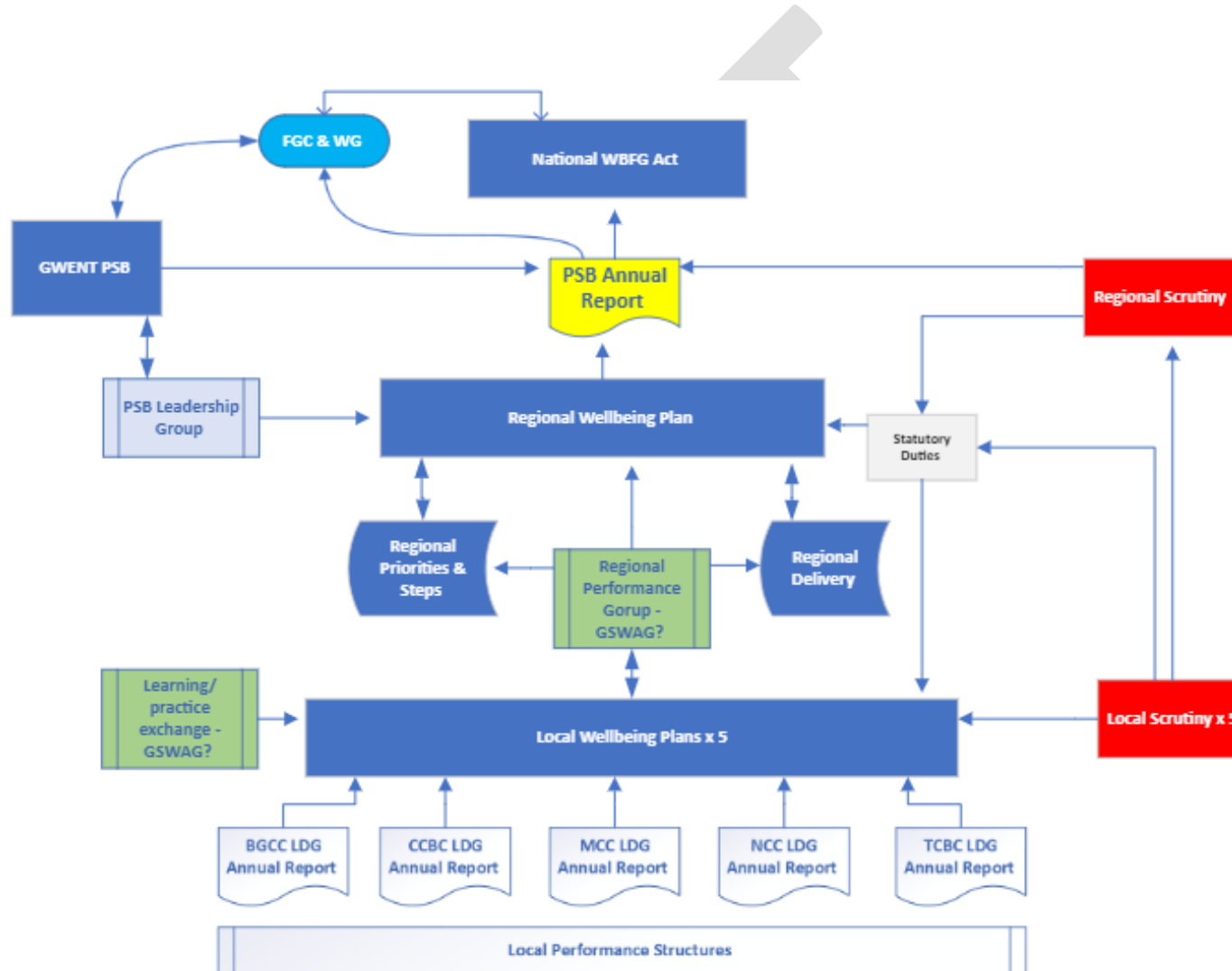
Key Points:

Delivery - Action	Lead & Timescale	What have we done	RAG	Impact - What impact is this action having?

Impact - Measures/Milestones	Previous	Target	Current	RAG	Comment

Impact - Risk	Risk Level	Mitigation/Management	Progress	RAG

Diagram 5: DRAFT Reporting Structure for Gwent:



4. SUMMARY

The development of the Performance Management Framework for the Gwent Wellbeing Plan will be determined by activity and delivery set by the Gwent PSB. The scope of delivery will likely sit at multiple levels and will require scrutiny, accountability, and performance management accordingly, all of which will need to align to establish the impact the PSB is making towards its wellbeing ambitions for the citizens of Gwent.

It is noteworthy to mention that it will also be necessary to identify a lead organisation/officer for each step to drive this work. Leads will be responsible for co-ordinating delivery and ensuring progress reports for PSB are produced.

Report Contributors:

Names: Matthew Gatehouse (MCC), Sharran Lloyd (MCC), Richard Jones (MCC), Kate Williams (TCBC)

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