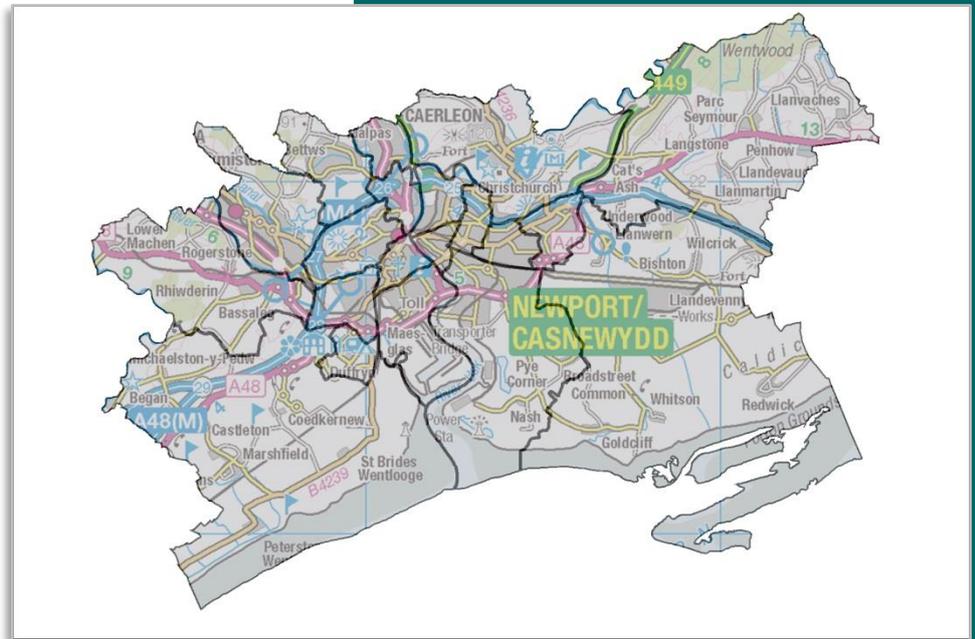


# Well-being Plan Delivery and Performance Framework 2019-20



# One Newport

## *Final*

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# Chapter 1: Introduction

One Newport's Delivery & Performance Framework is the One Newport's vision for how it plans to manage delivery and performance of the Local Well-being Plan.

Within this document it sets out the following:

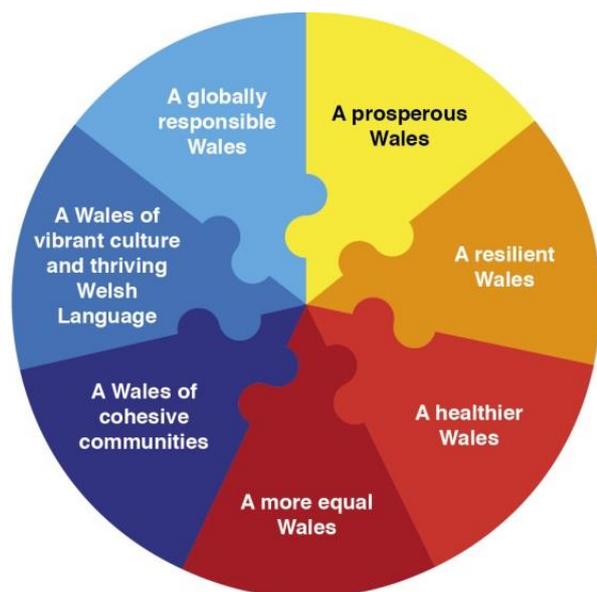
- Background;
- Plan Structure;
- Partnership Delivery Structure;
- Roles and Responsibilities;
- Performance Cycle;
- Timetable;
- Reporting Mechanisms;
- Templates

## Background

The Well-being of Future Generations (Wales) Act 2015 is about improving the social, economic, environmental and cultural well-being of Wales. It is to ensure that public bodies listed in the Act think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach.

The Act sets out a “sustainable development principle” which is about how the public bodies listed in the Act should go about meeting their well-being duty under the Act.

The principle is made up of five ways of working that public bodies are required to take into account when applying sustainable development. These are: Long Term; Prevention; Integration; Collaboration; and Involvement.



The Act sets seven well-being goals:

Together they provide a shared vision for the public bodies listed in the Act to work towards. The well-being goals must be considered as an integrated set of seven to ensure that the relevant links are made in the context of improving the economic, social, environmental and cultural well-being of Wales.

In addition to the well-being duty placed on listed individual public bodies, the Act also sets a well-being duty on specified public bodies to act jointly via public services boards (PSBs) to improve the economic, social, environmental and cultural well-being of their area by contributing to the achievement of the well-being goals.

## Chapter 2: Working Together

### Plan Structure

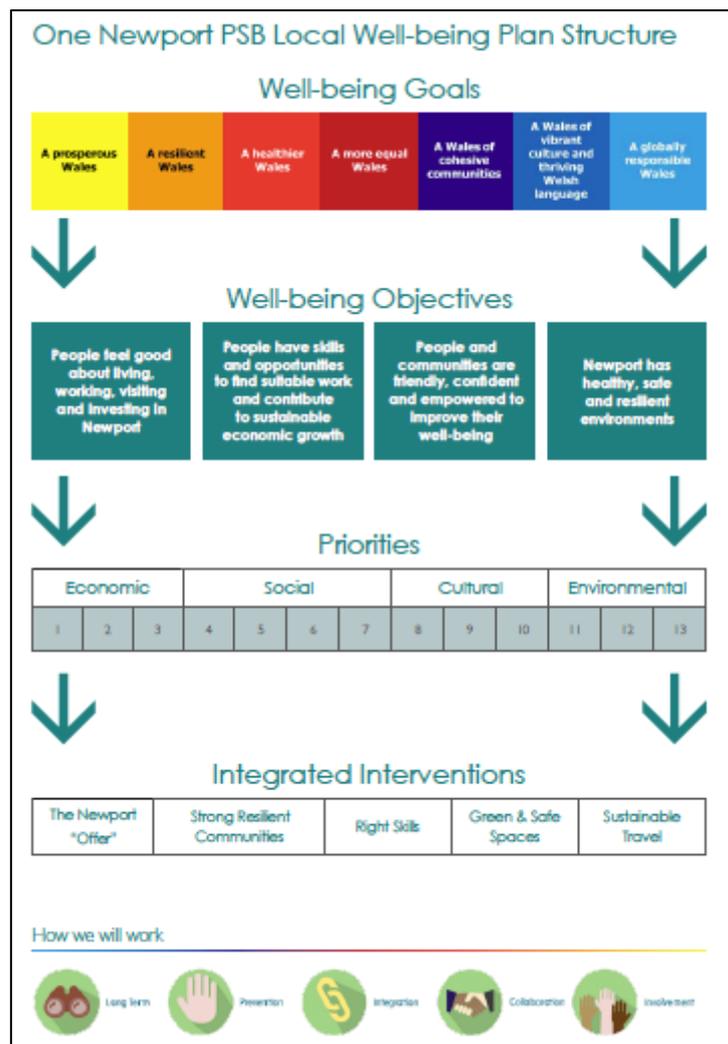
The Act establishes a statutory board known as the Public Services Board in each local authority area. In Newport the One Newport Public Services Board (PSB) brings together the city's public service leadership and decision makers. The membership consists of:

**Statutory Partners:** Newport City Council (Chair); Natural Resources Wales (Vice Chair); Aneurin Bevan University Health Board; and South Wales Fire & Rescue Service.

**Invited Partners:** Coleg Gwent; Gwent Association of Voluntary Organisations; Heddllu Gwent Police; Newport City Homes representing the registered social landlords; Newport Youth Council; Newport Third Sector Partnership; Police & Crime Commissioner; Probation Service; Public Health Wales; University of South Wales; and Welsh Government.

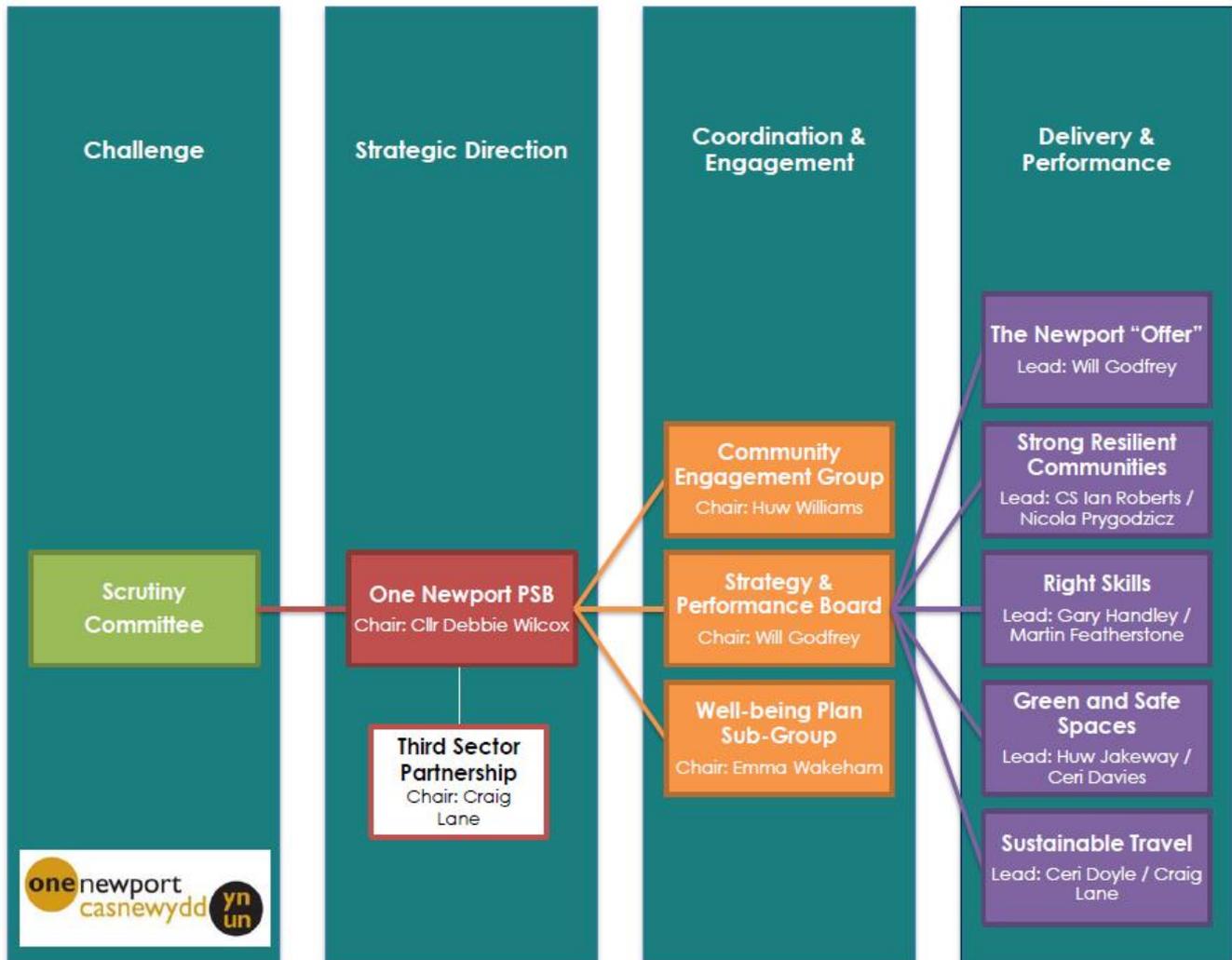
The local well-being plan sets out the PSB's priorities and actions for the next 5 years to improve the economic, social, cultural and environmental well-being of Newport. The plan sets out local well-being objectives, priorities and steps that the board proposes to take to meet the objectives and is the main work-plan and focus of the One Newport PSB going forward.

The diagram below outlines the structure of the well-being plan and the relationship between the Well-being Goals, Well-being Objectives, Priorities and Integrated Interventions.



# Partnership Delivery Structure

To support the function of the PSB a partnership structure has been established that shows how the PSB and its sub-groups link together and is displayed below:



As can be seen from the diagram each of the five interventions will have an Intervention Board which will be led (chaired) by a member of the PSB. Each intervention will also have a coordinator to support the lead. The coordinator should be from one of the statutory organisations. **However, the PSB will be collectively responsible for the delivery of the interventions and meeting the well-being objectives in the Well-being Plan.**

A summary of the roles and responsibilities is set out in the next chapter (Page 6-8). Full terms of reference of each of the groups are also in place and will be reviewed in 2020. All terms of reference can be found on the [One Newport](#) website.

## How are we going to work differently?

The **One Newport PSB** is committed to working together with local communities towards the common goals and objectives set out in this plan. In everything that we do, the PSB will work to improve the economic, social, cultural and environmental well-being of the city. Before developing the plan we pledged to be:

- **Ambitious**
- **Serious about working in partnership**
- **Firmly focused on people**
- **Focused on outcomes**
- **Not solely driven by data**

We will achieve this by:

**Looking to the long term:** Being aware of and addressing, the well-being of current and future generations whilst addressing the needs of the people we currently serve.

**Prevention:** Exploring how to break cycles and dig deeper to better understand the causes and effects of key issues that people and communities face. Finding enabling solutions and intervening at the right time to prevent problems getting worse or arising in the future.

**Taking an integrated approach:** Fully considering the connections between the well-being goals, the PSB well-being objectives and the well-being objectives of individual organisations. Taking steps which maximise the collective impact to the well-being goals rather than just meeting the objectives. Individual PSB members will also need to consider how their Corporate Plans and their individual well-being objectives link to the Well-being Plan. They will also need to consider that decisions made individually do not negatively impact on other PSB members or the wider public sector.

**Collaborating with others:** Strengthening joint working across the city's public service. No single organisation is able to improve the economic, social, environmental and cultural well-being of Newport on its own. Taking a collaborative approach ensures that actions are complimentary and therefore maximise the collective impact.

**Involving People:** Developing solutions in partnership with local people and communities and ensuring they are involved in the decisions that affect them.



## Chapter 3: Roles and Responsibilities

An overview of the roles and responsibilities are shown in the diagram below:

<b>Scrutiny Committee</b>	<ul style="list-style-type: none"> <li>• To review and scrutinise the decisions, actions and governance arrangements made by the PSB.</li> <li>• To act as a consultee on key documents</li> <li>• To monitor progress and implementation of the well-being plan.</li> </ul>
<b>One Newport PSB</b>	<ul style="list-style-type: none"> <li>• To provide strategic direction by assessing the economic, social, environmental cultural well-being.</li> <li>• To take collective responsibility for the delivery of the well-being plan.</li> <li>• To hold the Strategy &amp; Performance Board to account on delivery and performance of the well-being plan.</li> </ul>
<b>Strategy &amp; Performance Board</b>	<ul style="list-style-type: none"> <li>• To coordinate the delivery of the well-being plan and take into account the 5 ways of working.</li> <li>• To evaluate performance on a quarterly basis and report to the PSB.</li> <li>• To undertake pieces of work on behalf of the PSB.</li> </ul>
<b>Community Engagement Group</b>	<ul style="list-style-type: none"> <li>• To advise on the development and coordination of consultation and engagement activities.</li> <li>• To communicate consultation and intelligence, enabling citizen's to participate.</li> <li>• To effectively engage with the people, communities and groups we represent.</li> </ul>
<b>Well-being Plan Sub-group</b>	<ul style="list-style-type: none"> <li>• To ensure continued dialogue with the Future Generations Commissioner.</li> <li>• To develop and review the Well-being Assessment.</li> <li>• To develop the Well-being Plan (on behalf of the PSB).</li> </ul>
<b>Intervention Board</b>	<ul style="list-style-type: none"> <li>• To coordinate the delivery of the Interventions with support of the PSB.</li> <li>• To support the Intervention Leads to deliver the Interventions.</li> <li>• Report to the Strategy &amp; Performance Board on a quarterly basis.</li> </ul>
<b>Intervention Lead (PSB Member)</b>	<ul style="list-style-type: none"> <li>• To agree membership of the Intervention Boards with the PSB.</li> <li>• To lead on the delivery of the intervention with the support of the PSB.</li> <li>• To monitor performance on a quarterly basis.</li> </ul>
<b>Intervention Coordinator (Officer Level)</b>	<ul style="list-style-type: none"> <li>• To support and advise the Intervention Lead.</li> <li>• To collate information from the delivery plan and summarise on the Dashboard on a quarterly basis.</li> </ul>

A more detailed summary of the roles and responsibilities are listed below:

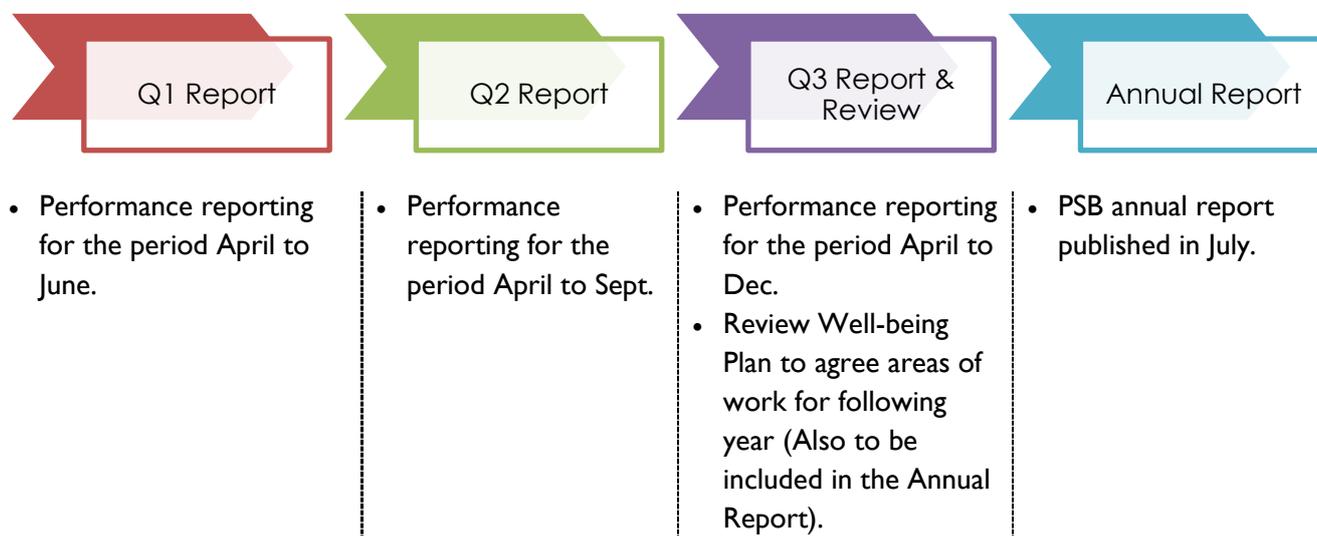
Who?	Roles and Responsibilities	Reporting Mechanism
<b>Scrutiny Committee</b>	<ul style="list-style-type: none"> <li>To review and scrutinise the:               <ul style="list-style-type: none"> <li>– decisions made by the PSB.</li> <li>– actions taken by the PSB.</li> <li>– governance arrangements of the PSB.</li> <li>– PSB’s performance reporting process.</li> </ul> </li> <li>To act as a consultee on key documents.</li> <li>To monitor progress on the PSBs implementation of the well-being plan and assess the delivery of objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Half year performance report</li> <li>Annual Report</li> </ul>
<b>Public Services Board (PSB)</b>	<ul style="list-style-type: none"> <li>To provide the strategic direction by assessing the state of economic, social, environmental and cultural well-being (Well-being Assessment).</li> <li>To take collective responsibility for the delivery of the well-being plan by setting and monitoring local objectives that maximise the PSBs contribution to the well-being goals.</li> <li>To hold the Strategy &amp; Performance Board to account regarding the performance and coordination of the Well-being Plan.</li> <li>To be accountable to the Scrutiny Committee.</li> <li>To agree the Intervention leads at the start of each year.</li> <li>To provide and coordinate resources to ensure the successful delivery of partnership priorities.</li> <li>To agree the focus of work for each year.</li> </ul>	<ul style="list-style-type: none"> <li>Review Well-being Plan Overview Report (Appx C) and Intervention Dashboards (Appx B) quarterly</li> <li>Annual Report</li> </ul>
<b>Strategy and Performance Board</b>	<ul style="list-style-type: none"> <li>To coordinate the delivery of the local well-being plan.</li> <li>To ensure that sustainable development is an overriding principle by making sure the 5 Ways of Working are taken into account within the well-being plan.</li> <li>To undertake pieces of work identified by the PSB; which support the delivery of its functions and to report on progress made.</li> <li>To ensure links to local partnership groups / boards are maintained to support the board in carrying out its functions.</li> <li>To evaluate intervention performance on a quarterly basis by reviewing Intervention Dashboards.</li> <li>Report to the PSB, on the actions the Board will undertake to address underperformance, reduce risk and remove blockages for each Intervention.</li> <li>Review the Well-being Plan at the end of quarter 3 and report proposals to the PSB for areas of work for the following year (in year 2 this will take place in Feb 2020).</li> </ul>	<ul style="list-style-type: none"> <li>Review Intervention Dashboard (Appx B)</li> <li>Complete Well-being Plan Overview Report (Appx C)</li> </ul>
<b>Community Engagement Group</b>	<ul style="list-style-type: none"> <li>To advise on the development and co-ordination of consultation and engagement activities conducted across the PSB.</li> <li>To co-ordinate consultation activity.</li> <li>To communicate consultation and intelligence.</li> <li>To enable citizen’s to participate.</li> <li>To effectively engage with the people, communities and groups we represent.</li> </ul>	N/A

Who?	Roles and Responsibilities	Reporting Mechanism
<b>Well-being Plan Sub Group</b>	<ul style="list-style-type: none"> <li>To develop and review the Well-being Assessment , Response Analysis and Well-being Plan (on behalf of the PSB).</li> <li>To ensure continued dialogue with the Future Generations Commissioner.</li> </ul>	N/A
<b>Intervention Leads (PSB Member)</b>	<ul style="list-style-type: none"> <li>To agree membership of the Intervention Boards with the PSB.</li> <li>To lead on the delivery of the intervention with the support of the PSB.</li> <li>To monitor performance and report to the Strategy &amp; Performance Board on a quarterly basis. Highlighting successes, underperformance, risks and blockages.</li> <li>To identify and mitigate the impact that the interventions can have on each other.</li> <li>To report and attend Scrutiny Committee (6 monthly).</li> </ul>	Present Intervention Dashboard (Appx B ) to S&P Board quarterly
<b>Intervention Coordinators (Officer Level)</b>	<ul style="list-style-type: none"> <li>To support and advise the Intervention lead.</li> <li>To collate information from the Intervention delivery plan and summarise on the Intervention Dashboard on a quarterly basis.</li> </ul>	Summarise Intervention delivery plan (Appx A) by completing the Intervention Dashboard (Appx B) on behalf of the lead quarterly
<b>Intervention Boards</b>	<ul style="list-style-type: none"> <li>To coordinate the delivery of the Intervention.</li> <li>To support the Intervention Lead to deliver the Intervention.</li> <li>Report progress to the Strategy &amp; Performance Board on a quarterly basis. Highlighting successes, underperformance, risks and blockages.</li> <li>Review the Intervention at the end of quarter 3 and put together proposals for areas of work for the following year.</li> </ul>	Intervention Delivery Plan (Appx A) quarterly.
<b>Sub-group Leads (if required)</b>	<ul style="list-style-type: none"> <li>To chair and lead any sub-group groups that are set up by the Intervention Boards, with support from the Intervention Coordinator.</li> <li>To set up and lead an Intervention Sub-group (if needed) and report back to the Intervention Board on a quarterly basis.</li> <li>To highlight underperformance and risks to the Intervention Lead.</li> <li>Accountable to the Intervention Lead and Board.</li> </ul>	To contribute towards the completion of the Intervention delivery plan (Appx A) on a quarterly basis
<b>Intervention Sub-Group (if required)</b>	<ul style="list-style-type: none"> <li>To meet as required.</li> <li>To be chaired and led by the sub-group lead, with support by the Intervention Coordinator.</li> <li>To support the sub-group lead to deliver the identified project.</li> <li>Accountable to the Sub-group and Intervention Leads.</li> </ul>	

## Chapter 4: Performance Process & Timetable

### Performance Process

The diagram sets out the performance and review cycle for each year.



### Timetable

The timetable below sets out the timetable for performance reporting for 2019-20.

Report	Q1	Q2	Q3 & Review	Q4
Send out delivery plans	1 Jul 2019	1 Oct 2019	6 Jan 2020	1 Apr 2020
Delivery plan deadline	31 Jul 2019	31 Oct 2019	31 Jan 2020	30 Apr 2020
Dashboard deadline	14 Aug 2019	13 Nov 2019	19 Feb 2020	N/A
First draft Annual Report deadline	N/A	N/A	N/A	May 2020*
Strategy & Performance Board Meeting	21 Aug 2019	20 Nov 2019	26 Feb 2020	May 2020*
Overview dashboard deadline	16 Sept 2019	1 Dec 2019	6 Mar 2020	N/A
Final draft Annual Report deadline	N/A	N/A	N/A	May 2020*
PSB Meeting	3 Oct 2019	10 Dec 2019	Mar 2020*	Jun 2020*
Papers for Scrutiny Committee	N/A	Dec 2019*	N/A	Jun 2020*
Scrutiny Committee	N/A	Jan 2020*	N/A	Jun 2020*

\* To be confirmed

## Chapter 5: Reporting Mechanisms

The table below details the processes in place to monitor performance:

Type	Overview	Author	Audience	Timescales*
<b>Intervention Delivery Plan</b> (Appendix A: page 11-13)	Projects and performance measures to be agreed in April 2018. <ul style="list-style-type: none"> <li>• Progress to date;</li> <li>• Plans for next quarter;</li> <li>• Performance measures;</li> <li>• Risks / Blockages.</li> </ul>	Intervention Lead	Strategy & Performance Board	Quarterly
<b>Intervention Dashboard Report</b> (Appendix B: page 14)	Intervention Dashboard is a summary of the Intervention Delivery Plans. This includes: <ul style="list-style-type: none"> <li>• Key achievements and successes;</li> <li>• Projects not meeting target;</li> <li>• Performance measures;</li> <li>• Risks / Blockages;</li> <li>• Plans for next quarter.</li> </ul>	Intervention Coordinator / Intervention Lead	Strategy & Performance Board / PSB	Quarterly
<b>Well-being Plan Overview Report</b> (Appendix C: page 15-16)	Strategy & Performance Board to produce a covering Summary Overview Report alongside the Intervention Dashboards presented to the PSB. The report should be the Board's self-evaluation summary of: <ul style="list-style-type: none"> <li>• Performance to date;</li> <li>• Main areas for improvement taking into consideration the sustainable development principle.</li> </ul>	Strategy & Performance Board / Intervention Coordinators	PSB	Quarterly
<b>Annual Report</b>	The key elements of such a report should include: <ul style="list-style-type: none"> <li>• Steps taken by the PSB to meet the Well-being Objectives;</li> <li>• Progress made against each of the Well-being Plan Interventions, with reference to the National Indicators and any performance indicators &amp; standards set;</li> <li>• Review the steps outlined within each intervention.</li> </ul>	Intervention Coordinators / Intervention Leads	Published	July Annually

\* See timetable page 9

## Appendix A: Intervention Delivery Plan Template 2019-20

Intervention			Green	Current progress on target	
			Amber	Progress behind target but still achievable	
Lead		Reporting Period	Red	Progress well behind target	
Step 1 (from the Well-being Plan)				Overall RAG	
Actions required to achieve step	Progress to date (Includes any corrective actions needed)		RAG	Plans for next quarter	
Performance Measures			Target	Actual	RAG
Risks and Barriers		Risk (H/M/L)	Mitigating actions / Support required		

Intervention			Green	Current progress on target
			Amber	Progress behind target but still achievable
Lead		Reporting Period	Red	Progress well behind target
Step 2 (from the Well-being Plan)				Overall RAG
Actions required to achieve step		Progress to date (Includes any corrective actions needed)	RAG	Plans for next quarter
Performance Measures			Target	Actual
Risks and Barriers		Risk (H/M/L)	Mitigating actions / Support required	

Intervention			Green	Current progress on target	
			Amber	Progress behind target but still achievable	
Lead		Reporting Period	Red	Progress well behind target	
Step 3 (from the Well-being Plan)				Overall RAG	
Actions required to achieve step	Progress to date (Includes any corrective actions needed)		RAG	Plans for next quarter	
Performance Measures			Target	Actual	RAG
Risks and Barriers		Risk (H/M/L)	Mitigating actions / Support required		



## Appendix C: Well-being Plan Overview Report Template 2019-20

<b>Reporting</b>	
<b>Chair</b>	
<b>Date of Meeting</b>	

### Overview Report from the Strategy and Performance Board

This report is the Strategy and Performance Boards overall assessment of performance of the Well-being plan. When writing the report the Board should consider the following:

- 1) *Summary of the performance of the five interventions*
- 2) *The sustainable development principle*
- 3) *Any case studies that should be highlighted*

***\*Please see guidance overleaf if required***

# Guidance for completing the Overview Report from the Strategy & Performance Board

This report is the Strategy and Performance Boards overall assessment of performance of the Well-being plan. When writing the report the Board should consider the following:

## 1) Summary of the performance of the five interventions

- a) Overall performance.
- b) Outcomes – what are the impacts?
- c) Are there any issues that need to be raised with the PSB for resolution?

## 2) Sustainable development principle

### Long Term

- Have long term trends been considered when implementing the work in the Well-being Plan? E.g. skills for the future rather than skills needed for now.
- Is the work being undertaken going to have a positive effect in the long term?

### Prevention

- Are the root causes of issues and how to prevent these issues fully understood?
- Does the work being undertaken have a suitably strong focus on preventing problems and breaking the cycle and helping people to avoid crisis rather than support them in crisis?

### Collaboration

- Are partners working together in a flexible way, across organisational boundaries?
- Have a full range of partners, including organisations from private or third sectors, who could play a productive role been identified?
- Is there equity, trust and a shared vision between partners?
- Is success being celebrated across partners?

### Involvement

- Have the public been involved in reaching decisions that affect them?
- Has the support that might be available from the community been considered and harnessed?
- Are partners and the public working together on shared decision making moving towards genuine co-production?

### Integration

- What practical steps have been taken to make sure that the interventions are integrated and have a positive impact on each other?
- Are all the interventions having a positive impact on the Well-being Goals (see page 2) and Well-being Objectives (see page 3)?
- Are any of the interventions having a negative impact on any of the Well-being Goals or the Well-being Objectives?
- Is delivery viewed by all partners as part of a “whole system” approach?

## 3) Case Studies

- Are their case studies that could be developed to highlight successful work to the PSB?