



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

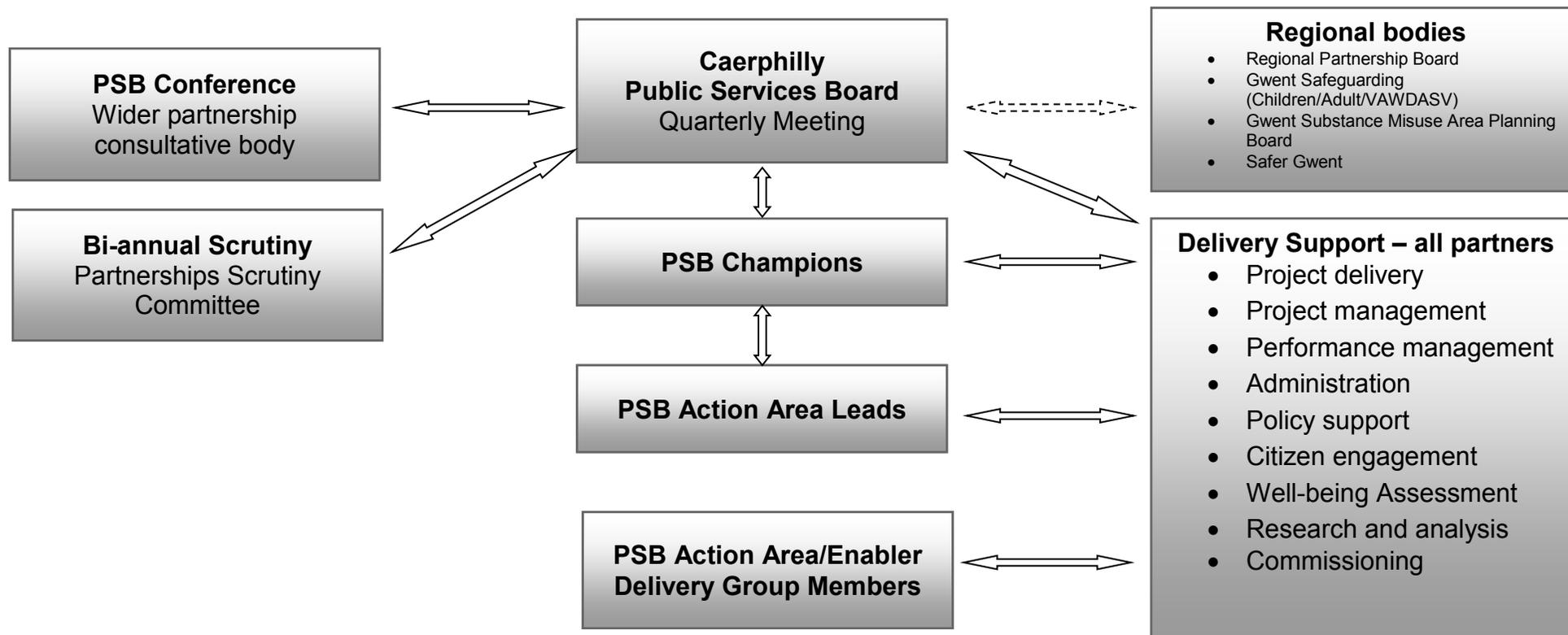
**PERFORMANCE ACCOUNTABILITY  
FRAMEWORK 2018-2023**

## Contents

Partnership Structure	Page 3
Introduction and Plan Structure	Page 4
Accountability and Reporting Principles	Page 5
Reporting Framework	Page 7
Roles and Responsibilities	Page 8
Enabler and Action Area Support	Page 9

## Partnership Structure

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



## Introduction and Plan Structure

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.

### **‘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.

### **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.

### **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.

### **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.

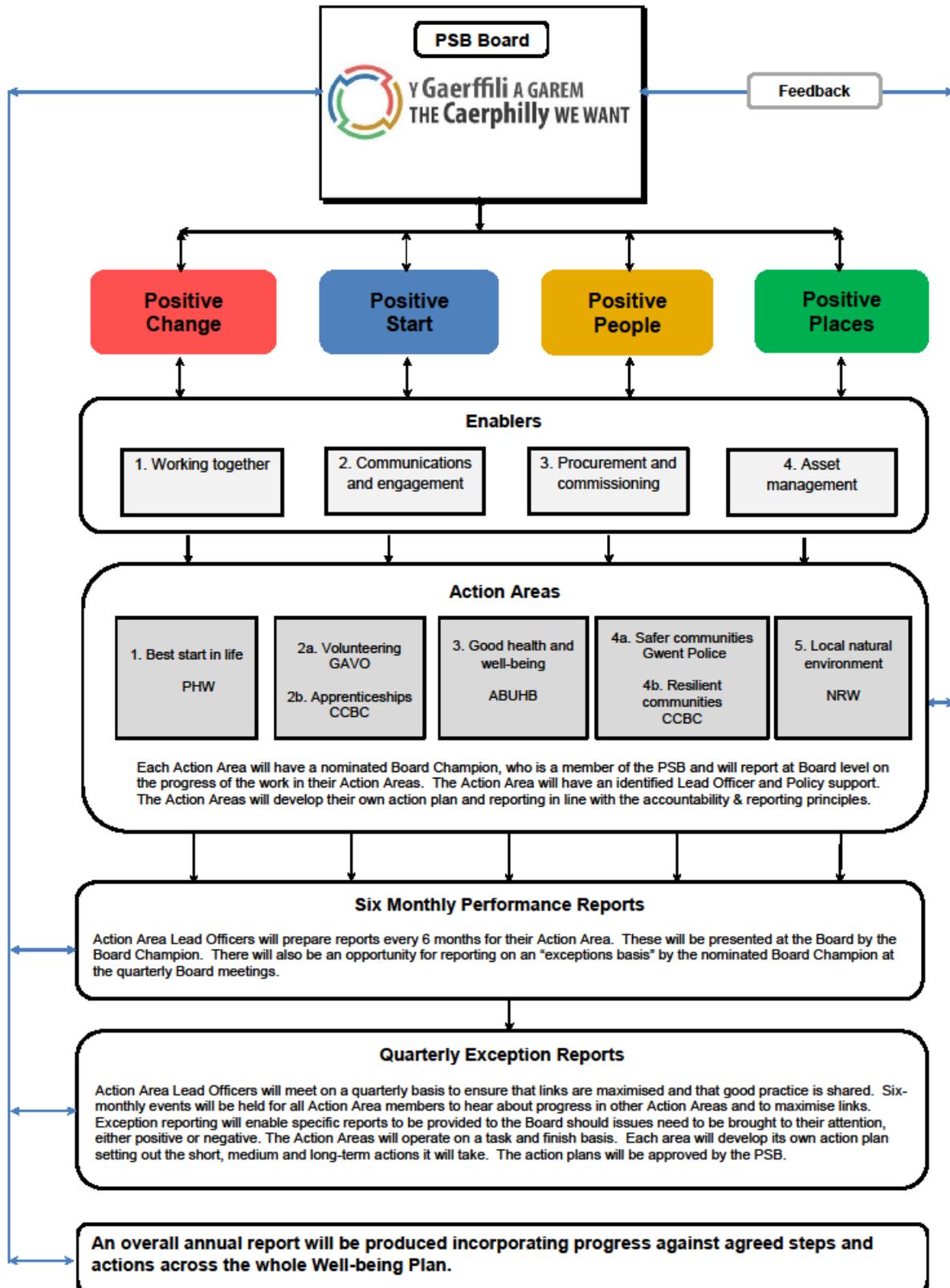
## **Accountability**

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.

**Public Services Board – Accountability & Reporting Framework 2018-23**



## Roles and Responsibilities

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

## Enabler and Action Area Support

Enabler			
Ref	Topic	Delivery Group	Lead Officer(s)
1.	Working together	All partner organisations	All Delivery Groups/Lead Officer(s)
2.	Communications and engagement	PSB Communications and Engagement Group	Caerphilly County Borough Council
3.	Procurement and commissioning	To be agreed	Caerphilly County Borough Council
4.	Asset management	To be agreed	Caerphilly County Borough Council and Gwent Police

Action Area			
Ref	Topic	PSB Champion	Lead Officer(s)
1.	Best start in life	Public Health Wales	Caerphilly County Borough Council
2.	a) Volunteering	Gwent Association of Voluntary Organisations	Gwent Association of Voluntary Organisations
	b) Apprenticeships	Caerphilly County Borough Council	Caerphilly County Borough Council
3.	Good health and well-being	Aneurin Bevan University Health Board	Aneurin Bevan University Health Board
4.	a) Safer communities	Gwent Police	Gwent Police
	b) Resilient communities	Caerphilly County Borough Council	Caerphilly County Borough Council
5.	Protect and enhance the local natural environment	Natural Resources Wales	Natural Resources Wales

Policy support for all Enablers and Action Areas will be provided by Caerphilly County Borough Council.