

## Swansea Public Service Board Wellbeing Plan: 2023-24 Action Plan – Appendix A

**Wellbeing Plan Step 1: To support the transformation of Early Year Services in Swansea to provide better support for children to have the best start in life.**

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**Operational Lead: Alison Williams/Gary Mahoney**

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| 2023-24 Action  | Desired outcome   | Milestone | Milestone Deadline | Milestone Owner            | Success Measure  |
|---|---|-----------|--------------------|----------------------------|--|
| Identify a lead sponsor for the integration toolkit, the Early Years Maternity Maturity Matrix (EYMMM)    | Sponsor identified and attending PSB to ensure the work is highlighted and driven   |           | April 2023         | KS/AW/GM                   | Sponsor identified   |
| Integrate the work of the Early Years Steering Group with the PSB wellbeing objectives from Swansea & NPT | A single action plan that supports outcomes from Early Years Integration Transformation (EYIT), PSB Wellbeing Objective, incorporating recommendations from EYMMM & EYIT evaluation |           | September 2023     | Early Years Steering Group | Amended Terms of Reference for the group to ensure clarity |
| Develop a framework with performance measures.  | Agencies working towards agreed performance measures  |           | March 2024         | Early Years Steering Group | Framework developed, in place and used by all partners     |

|  |   |                        |                                     |   |  |
|--|---|------------------------|-------------------------------------|---|--|
| Develop a Swansea Bay Early Years Maternity Strategy, to bring together different strategies from Swansea, NPT & SBUHB | A single action plan that supports outcomes from Early Years Integration Transformation (EYIT), PSB Wellbeing Objective, incorporating recommendations from EYMMM & EYIT evaluation |                        | March 2024                          | All agencies – lead by the early Years Steering Group | Multi agency strategy developed, in place and used by all partners |
| Engage key stakeholders and public around an action plan, and better understand population needs                       | Action plan and recommendations taken to the public   |                        | March 2023/<br>May 2024/<br>ongoing | GM  | Action plans informed by process                                   |
| <b>Key Performance Indicator for Action 1:</b>   |   | <b>2023-24 Target:</b> |                                     |   |  |
|  |   |                        |                                     |   |  |
|  |   |                        |                                     |   |  |
|  |   |                        |                                     |   |  |
| <b>Key Performance Indicator for Action 2:</b>   |   | <b>2023-24 Target</b>  |                                     |   |  |

## Swansea Public Service Board Wellbeing Plan: 2023-24 Action Plan

### Wellbeing Plan Step 2: To build on Swansea's 2022 declaration of being a Human Rights City

#### Strategic Lead:

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#### Operational Lead:

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| 2023-24 Action  | Desired outcome  | Milestone                                   | Milestone Deadline | Milestone Owner | Success Measure  |
|---|--|---|--------------------|-----------------|--|
| To work with stakeholders to develop and deliver an action plan that supports the declaration of Swansea being a Human Rights City. | Across Swansea there is evidence that the following Human Rights principles are being proactively applied: <ul style="list-style-type: none"> <li>• Embedding Human Rights</li> <li>• Equality &amp; non-discrimination</li> <li>• Empowering people</li> <li>• Participation</li> <li>• Accountability</li> </ul> | Stakeholder Engagement Workshop             | 16 June 2023       | Adele Dunstan   | Case study evidence at year end of a human rights approach in respect of: <ul style="list-style-type: none"> <li>• Tackling poverty</li> <li>• Vulnerable children and families</li> <li>• Tackling discrimination</li> <li>• Domestic violence and abuse</li> </ul> Evidence of an increase in Human Rights awareness across the city |
|   |  | 1st Draft of action plan                    | 30 June 2023       | Adele Dunstan   |  |
|   |  | Final Draft                                 | 31 July 2023       | Adele Dunstan   |  |
|   |  | 1 <sup>st</sup> year action plan completion | 31 March 2024      | Adele Dunstan   |  |

**2023-24 Target: Develop a five year action plan and implement the first year resulting in evidence of an increase in awareness of human right across the city and county**

|   |   |  |                   |               |   |
|---|---|--|-------------------|---------------|---|
| <b>Creation of a Human Rights Stakeholder Panel</b> | To act as a 'critical friend' to the Council and Swansea's Public Services Board partner organisations in their design and fulfilment of their Human Rights City action plans by contributing their expertise and experience from an independent perspective. | Mapping exercise of existing stakeholder panels and engagement networks          | 16 June 2023      | Adele Dunstan | <b>Independent feedback is received from stakeholder group on action plan impact</b><br><br><b>Panel is involved in review of year 1 action plan implementation and development of year 2 actions</b> |
|   |   | Advertisement of Stakeholder panel and Registering expression of interests       | 30 June 2023      | Adele Dunstan |   |
|   |   | Panel formed and first meeting   | 30 September 2023 | Adele Dunstan |   |
|   |   | Panel involved in review of year 1 action plan and development of year 2 actions | 31 March 2024     | Adele Dunstan |   |

**2023-24 Target: Human Rights City Stakeholder Panel is established and makes a positive contribution to the delivery of Step 2**

## Swansea Public Service Board Wellbeing Plan: 2023-24 Action Plan

### Wellbeing Plan Step 3: Working towards Swansea's net zero target and nature recovery

#### Strategic Lead (interim):

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#### Operational Lead:

**Name:** Jane Richmond / Helen Grey

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| 2023-24 Action   | Desired outcome   | Milestone  | Milestone Deadline         | Milestone Owner                                | Success Measure   |
|--|---|--|----------------------------|--|---|
| Map the arrangements in place in climate signatories' organisations to tackle climate change and nature recovery in the city and county of Swansea to build capacity and capability, through<br><br>a) sharing of good practice and innovation<br>b) identification of collaborative adaptation and mitigation actions | Improved understanding of who is doing what across the city and county of Swansea to ensure a more cohesive and coordinated approach to ensuring a just and equitable transition to net zero by 2050 by taking action to adapt to and mitigate the impacts of climate change and enable nature recovery, with resources understood and better utilised. | Establish Climate Signatories Group as delivery group for PSB action under Step 3                          | 30 <sup>th</sup> June 2023 | Jane Richmond, Climate Signatories Group Chair | Climate Signatories Group agree to be PSB Delivery Group and ToR reflect this         |
|  |   | Define the exercise scope and gather relevant documents gathered   | 30 June 2023               | TBC  | Scope agreed by PSB   |
|  |   | Group present map and analyses to PSB, including examples of good practice and collaborative opportunities | 31 December 2023           | TBC  | PSB approves the map and agrees key areas of future action on good practice sharing / |

|   |  |  |                              |                        | innovation and collaboration  |
|---|--|--|------------------------------|------------------------|---|
|   |  | Produce an action plan to take forward in 2024-25  | 31 March 2024                | TBC                    | PSB agrees 2024-25 action plan  |
| <b>Key Performance Indicator for Action 1:</b> By the end of March 2024 there is an action plan for 2024-25 which sets out how the PSB will share good practice, identify, and share innovation and work collaboratively to add value to work of individual organisations |  |  |                              |                        |   |
| <b>2023-24 Action</b>   | <b>Desired outcome</b>   | <b>Milestone</b>   | <b>Milestone Deadline</b>    | <b>Milestone Owner</b> | <b>Success Measure</b>  |
| Produce an independent adaptation and mitigation strategy for the city and county of Swansea, taking account of the seven wellbeing goals and the Climate Change signatories' statutory functions and responsibilities  | Swansea has a climate change and nature recovery adaptation and mitigation strategy which has been agreed by the Climate Signatories Group and the PSB which will inform the development, in 2024-25, of an action plan for 2024-28. | Undertake and report to PSB a desktop risk assessment of the key climate change (CCRA3) risks for Swansea to inform adaptation and mitigation plan | 31 <sup>st</sup> August 2024 | TBC                    | Report and recommendations adopted by PSB, with key risks / actions allocated a lead organisation to take forward |
|   |  | Secure funding to commission independent consultant to develop an adaptation and mitigation strategy for Swansea                                   | 31 July 2023                 | TBC                    | Funding secured to enable an independent strategy to be produced  |
|   |  | Commission consultant  | 30 September 2023            | TBC                    | Consultant is commissioned in time to enable strategy to be   |

|  |  |  |               |     |   |
|--|--|--|---------------|-----|---|
|  |  |  |               |     | produced by March 2025  |
|  |  | Draft strategy presented to PSB  | 31 March 2024 | TBC | Strategy is produced to time, and quality required  |
|  |  | Plan in place to consult and engage PSB members and climate and nature charter signatories on the draft strategy | 30 June 2024  | TBC | Appropriate communications and engagement are in place to take the draft strategy forward in 2025 |
| <b>Key Performance Indicator for Action 2: The PSB has produced a final independent adaptation and mitigation strategy for the city and county of Swansea, by 30 June 2024</b> |  |  |               |     |   |

**Action 1: Swansea Public Service Board Wellbeing Plan: 2023-24 Action Plan**

**Wellbeing Plan Step 4: Making Swansea safer, more cohesive, and prosperous**

**Strategic Lead: Mid and West Wales Fire and Rescue Service.**

**Name: Chief Fire Officer, Roger Thomas.**

**Organisation: Mid and West Wales Fire and Rescue Service.**

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**Operational Lead: Mid and West Wales Fire and Rescue Service.**

**Name: Richard Felton**

**Organisation: Mid and West Wales Fire and Rescue Service**

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| 2023-24 Action 1  | Desired outcome   | Milestone   | Milestone Deadline                           | Milestone Owner                                      | Success Measure   |
|---|---|---|--|--|---|
| To create a pop up “community village”, as part of the Welsh Firefighters Fitness Challenge event taking place in Castle Gardens, Swansea on the 03 June. | To build a pop up “community village” as part of the Welsh Firefighters Fitness Challenge event taking place in Castle Gardens, Swansea on the 03 June. | Define the event scope and identify key stakeholders.<br><br>Partner organisations invited to express an interest in having a stand in the “community village”<br><br>Communications strategy to be developed to ensure a consistent message is shared from | April 2023<br><br>April 2023<br><br>May 2023 | Roger Thomas<br><br>All partners<br><br>All partners | High levels of engagement with members of the public.<br><br>Demonstration of the added value for the communities of Swansea by partner agencies working together.<br><br>Delivering of key messages and information sharing. |



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|  |  | <p>each partner organisation.</p> <p>PSB questionnaire to be developed to assist engagement and data collation with members of the public.</p> <p>Evaluation post event to identify lessons learnt to help with the future shaping of all PSB related events.</p> | <p>May 2023</p> <p>September 2023</p> | <p><b>All partners</b></p> <p><b>Roger Thomas</b></p> | <p>Promotion of the work and raising awareness of the Public Services Board.</p> <p>Case study / good news stories.</p> <p>Stakeholder engagement and feedback.</p> <p>Completed surveys.</p> <p>Number of referrals.</p> <p>Feedback from partner agencies.</p> <p>Social media engagement.</p> <p>Number of leaflets, freebies and information packs distributed.</p> |
|--|--|---|---------------------------------------|---|---|

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|   |  |  |  |  | Collection of qualitative and quantitative data.  |
| <b>Key Performance Indicator for Action 1:</b> Create a multi-agency PSB event, with a specific PSB “engagement area” to allow face to face public engagement with PSB partners in one area.                          |  |  |  |  |   |
| <b>Action 2: Swansea Public Service Board Wellbeing Plan: 2023-24 Action Plan</b>   |  |  |  |  |   |
| <b>Wellbeing Plan Step 4: Making Swansea safer, more cohesive, and prosperous</b>   |  |  |  |  |   |
| <b>Strategic Lead: Mid and West Wales Fire and Rescue Service.</b>  |  |  | <b>Operational Lead: Swansea Council for Voluntary Services</b>                            |  |   |
| <b>Name: Chief Fire Officer, Roger Thomas.</b>  |  |  | <b>Name: Amanda Carr</b>   |  |   |
| <b>Organisation: Mid and West Wales Fire and Rescue Service.</b>  |  |  | <b>Organisation: Swansea Council for Voluntary Services</b>                                |  |   |
| <b>Email Address: <a href="mailto:r.thomas@mawwfire.gov.uk">r.thomas@mawwfire.gov.uk</a></b>  |  |  | <b>Email Address: <a href="mailto:amanda_carr@scvs.org.uk">amanda_carr@scvs.org.uk</a></b> |  |   |
| <b>2023-24 Action 2</b>   | <b>Desired outcome</b>   | <b>Milestone</b>   | <b>Milestone Deadline</b>  | <b>Milestone Owner</b>                       | <b>Success Measure</b>  |
| To host a safeguarding event during safeguarding week in November, to share key messages and learning opportunities between partner agencies, with a particular focus on practitioners from individual organisations. | To promote and share information, ways of working and lessons learnt around the subject of safeguarding, to help make the communities of Swansea safer, more cohesive, and prosperous. | Define the event scope and identify key stakeholders.<br><br>Event theme, venue, date of event the to be agreed. | May 2023<br><br>May 2023   | <b>Amanda Carr</b><br><br><b>Amanda Carr</b> | Good attendance by a wide range of partner organisations identifying the key needs of the communities of Swansea. |

|  |  |  |                          |                     |  |
|--|--|--|--------------------------|---------------------|--|
|  |  | <p>Target audience to be established and appropriate representatives / organisations and practitioners identified and invited.</p> | May 2023                 | <b>Amanda Carr</b>  |  |
|  |  | <p>Promotion of event and communications strategy agreed.</p>  | June 2023                | <b>All partners</b> |  |
|  |  | <p>Referrals made between partner organisations.</p>   | Dependent on event date. | <b>All partners</b> |  |
|  |  | <p>Evaluation - Feedback from event and lessons learnt communicated to help shape future events.</p>                               | October 2023             | <b>Amanda Carr</b>  |  |

**Key Performance Indicator for Action 2:** Increase awareness and information sharing on the subject of safeguarding, between partner organisations to help support the communities of Swansea.

## Swansea Public Service Board Wellbeing Plan: 2023-24 Action Plan

### Wellbeing Plan Step 5: Developing Swansea's Integrated Cultural Offer

#### Strategic Lead:

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#### Operational Lead:

**Name:** Tracey McNulty

**Organisation:** Swansea Council

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| 2023-24 Action   | Desired outcome      | Milestone  | Milestone Deadline | Milestone Owner | Success Measure         |
|--|----------------------|--|--------------------|-----------------|-------------------------|
| <b>Action 1:</b> Establishment of a Swansea Creative Network to support and help sustain the cultural and creative ecology and economy, thereby enabling cultural and creative practitioners to respond effectively to initiatives that promote health, community cohesion, civic pride and economic prosperity. | Network established. | Secure funding via Creative Wales, SPF and UWTSD   | July 2023          | Kate Wood       | Funding secured.        |
|  |                      | Appointment of co-ordinator.   | Sept 2023          | Kate Wood       | Co-ordinator appointed. |
|  |                      | Launch of network and events programme.  | Dec 2023           | Kate Wood       | Network launched.       |
|  |                      |  |                    |                 |                         |
| <b>Key Performance Indicator for Action 1:</b> Swansea Creative Network established.   |                      | <b>2023-24 Target:</b> Membership secured from across the cultural and creative sectors. |                    |                 |                         |

| 2023-24 Action   | Desired outcome  | Milestone  | Milestone Deadline | Milestone Owner    | Success Measure   |
|--|--|--|--------------------|--------------------|---|
| <p><b>Action 2:</b> Delivery of the partnership agreement with Sport Wales to ensure compliance with nationally recognised levels of physical activity required to be beneficial to health.</p> <p>Deliver outcomes of priority groups defined by existing and consistent low participation rates.</p> | <p>Through recognised national surveys key participation rates in sport and physical activity within Swansea will reach or exceed existing levels and national averages.</p> <p>Decreasing participation gaps between local averages and targeted priority groups.</p> <p>PSB partners will have visibility of the activity and actively support the delivery of positive outcomes</p> | <p>Complete detailed quarterly insight and learning performance log to Sport Wales as per partnership agreement covering activities and action linked to one of the following nationally agreed areas of work :-</p> <ul style="list-style-type: none"> <li>• Active Nation</li> <li>• Enjoyment</li> <li>• Lifelong</li> <li>• Access/Everyone</li> <li>• Active Older Adults</li> <li>• Free Swimming</li> </ul> | <p>4 per year</p>  | <p>David Jones</p> | <p>Compliance with Sport Wales accountability expectations and continuation of annual funding.</p> <p>Promotion of activities to increase participation</p> |
| <p><b>Key Performance Indicator for Action 2:</b> Adult weekly participation of 150 minutes per week or more in sport and physical activity. Young people participate for 5 hours or more per week in sport and physical activity.</p>   |  | <p><b>2023-24 Target:</b> To achieve all agreed outcomes and “accountability expectations” set in partnership with Sport Wales and measured by the School Sport Survey and National Adults Physical Activity Survey.</p>   |                    |                    |   |

**Swansea Public Service Board Wellbeing Plan: 2023-24 Action Plan**

**Wellbeing Plan Step 6: To Influence and connect with other governance arrangements across the Swansea Bay region**

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| <b>Strategic Lead:</b><br><b>Name:</b> Ness Young<br><b>Organisation:</b> Swansea Council<br><b>Email Address:</b> <a href="mailto:ness.young@swansea.gov.uk">ness.young@swansea.gov.uk</a> | <b>Operational Lead:</b><br><b>Name:</b> Richard Rowlands<br><b>Organisation:</b> Swansea Council<br><b>Email Address:</b> <a href="mailto:richard.rowlands@swansea.gov.uk">richard.rowlands@swansea.gov.uk</a> |
|---|---|

| 2023-24 Action  | Desired outcome  | Milestone   | Milestone Deadline | Milestone Owner  | Success Measure  |
|---|--|---|--------------------|--|--|
| Map the Swansea Bay region partnership landscape (including member organisations) to:<br>a) clarify governance, roles and responsibilities and interfaces<br>b) identify opportunities for collaboration on plan content<br>c) identify gaps / overlaps in activities | Organisations in the Swansea region and locality have a shared understanding of the partnership landscape and understand the opportunities to improve their synergy in progressing the seven wellbeing goals | Define the exercise scope and relevant documents gathered           | 30 June 2023       | Richard Rowlands, supported by Leanne  | Scope agreed by PSB  |
|   |  | Partnership map produced  | 30 September 2023  | Aherne (LA), Kelly Gillings (KG), Michelle Davies (MD), Amy Richmond-Jones (ARJ) | PSB approves the map   |
|   |  | Gap and opportunity analyses undertaken                             | 31 December 2023   |  | Analyses undertaken and consultation on findings started with lead officers in SB partnerships |
|   |  | Produce final report for PSB consideration                          | 31 March 2024      |  | Report approved by the PSB   |
|   |  | Share the map and report shared with other Swansea Bay partnerships | 31 March 2024      |  | Map and report are circulated by the deadline  |

**Key Performance Indicator for Action 1: Map and report shared with all partnerships in Swansea Bay**

| 2023-24 Action  | Desired outcome  | Milestone   | Milestone Deadline | Milestone Owner    | Success Measure  |
|---|--|---|--------------------|--------------------|--|
| Promote the PSB Wellbeing Plan and Wellbeing Assessment to all PSB partner organisations and key partnerships within the region   | PSB plan is understood and considered by partner organisations and partnerships                  | Statutory PSB partner organisations approve the PSB Wellbeing Plan  | 30 June 2023       | Statutory Partners | PSB Wellbeing Plan has been formally approved by all statutory partners  |
|   |  | Statutory PSB Partner organisation confirm their plans take account of the Wellbeing Assessment and PSB Wellbeing Plan          | 30 June 2023       | Statutory Partners | Statutory partners provide confirmation  |
|   | Wellbeing Assessment is used by partner organisations and partnerships to inform decision making | PSB Chair writes to partnerships within the Swansea Bay region promoting the Wellbeing Plan and Assessment                      | 30 April 2023      | PSB Chair          | Letter, plan and assessment is issued  |
|   |  | PSB Chair to seek meetings with other partnership chairs to discuss PSB plan and assessment and opportunities for collaboration | 31 December 2023   | PSB Chair          | PSB Chair has met Chairs of the key Swansea Bay partnerships and at least one collaborative action has been agreed |
| <b>Key Performance Indicator for Action 2: PSB Wellbeing Plan and Assessment has been shared with all key partnerships in Swansea Bay and at least one collaborative action has been agreed as a result</b> |  |   |                    |                    |  |

## Swansea Public Service Board Wellbeing Plan: 2023-24 Action Plan

### Wellbeing Plan Step 7: To improve data quality and accessibility across the Swansea Bay region

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**Operational Lead:**

**Name:** Richard Rowlands  
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| 2023-24 Action   | Desired outcome  | Milestone   | Milestone Deadline | Milestone Owner  |
|--|--|---|--------------------|--|
| To work with Regional Partnership Board officers to identify the key data sets required to support delivery of PSB Wellbeing Plan and the West Glamorgan Area Plan, to:<br>a) identify data gaps<br>b) identify opportunities for data sharing<br>c) improve alignment between Population Area Assessment and Wellbeing Assessment | Improved data availability and quality across the Swansea Bay region | Map RPB and PSB key data set requirements                       | 30 June 2023       | Richard Rowlands, supported by Kelly Gillings (KG), Leanne Aherne (LA) Steve King (SK)<br>Michelle Davies (MD)<br>Amy Richmond-Jones (ARJ) |
|  |  | Identify data gaps  | 30 September 2023  |  |
|  |  | Identify opportunities for data sharing between the RPB and PSB | 31 December 2023   |  |
|  |  | Develop new datasets to meet PSB requirements                   | 31 March 2024      |  |



**Key Performance Indicator for Action 1: Data requirements to support PSB Wellbeing Plan are well understood and opportunities for sharing data with the RPB are being pursued**

| <b>2023-24 Action</b>  | <b>Desired outcome</b>  | <b>Milestone</b>   | <b>Milestone Deadline</b> | <b>Milestone Owners</b>   |
|--|---|--|---------------------------|---|
| Work with Regional Partnership Board (RPB) to develop digital data portal for partnerships (and their members) across the Swansea Bay region | Partners across the Swansea Bay region can access up to date data to inform and improve decision making | Explore feasibility of the PSB to piggy back on work in progress by the RPB to develop a digital data portal           | 30 June 2023              | Richard Rowlands, supported by Kelly Gillings (KG), Leanne Aherne (LA), Steve King (SK), Michelle Davies (MD), Amy Richmond-Jones (ARJ) |
|  |   | Develop a proposal for a joint PSB/RPB digital data portal   | 30 September 2023         |   |
|  |   | Seek approval of proposal and any associate funding requirement from all participating partners to progress in 2024-25 | 31 March 2024             |   |

**Key Performance Indicator for Action 2: Development and roll out a regional digital data portal approved by partners for implementation in 2024-25**

## Swansea Public Service Board Wellbeing Plan: 2023-24 Action Plan

### Wellbeing Plan Step 8: To Develop Swansea PSB performance management arrangements which measure and monitor the PSB's progress

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|---|---|
| <b>Strategic Lead:</b><br><b>Name:</b> Ness Young<br><b>Organisation:</b> Swansea Council<br><b>Email Address:</b> <a href="mailto:ness.young@swansea.gov.uk">ness.young@swansea.gov.uk</a> | <b>Operational Lead:</b><br><b>Name:</b> Richard Rowlands<br><b>Organisation:</b> Swansea Council<br><b>Email Address:</b> <a href="mailto:richard.rowlands@swansea.gov.uk">richard.rowlands@swansea.gov.uk</a> |
|---|---|

|  | Desired outcome  | Milestone  | Milestone Deadline | Milestone Owner  | Success Measure  |
|--|--|--|--------------------|------------------|--|
| To develop a Performance Management Framework for the PSB, including a 2023-24 Action Plan, milestones, 2023-28 population level outcome measures, and monitoring arrangements | The PSB has effective performance management arrangements in place | 2023-24 action plan, including milestones produced                     | 30 April 2023      | Strategic Leads  | PSB has a 2023-24 action plan in place within the first quarter of the year  |
|  |  | Performance management framework for the PSB is in place               | 30 June 2023       | Richard Rowlands | PSB performance arrangements are formalised and in line with good governance principles  |
|  |  | Map Population Level Outcome Measures for RPB and member organisations | 30 June 2023       | Leanne Ahern     | Population Level Outcome measures across region are understood   |
|  |  | PSB Population Level Outcome Measures agreed                           | 30 September 2023  | Richard Rowlands | PSB has defined population outcome measures (aligned to member organisations and RPB) to monitor impact of the plan over the long term |
|  |  | PSB receives quarterly performance reports                             | 31 July 2023       | Richard Rowlands | PSB formally considers its performance at least quarterly  |

**Key Performance Indicator for Action 1: PSB has an effective performance management framework in place**

|  | <b>Desired outcome</b>  | <b>Milestone</b>   | <b>Milestone Deadline</b> | <b>Milestone Owner</b> | <b>Success Measure</b>   |
|--|---|--|---------------------------|------------------------|--|
| To undertake review of annual performance to inform the 2024-25 action plan  | Stakeholders can see the performance and impact the PSB has had in 2023-24 and 2024-25 action plans are informed by the progress the PSB has made | Draft annual review of performance is produced ready for publication in first quarter of 2024-25 | 31 March 2024             | Richard Rowlands       | Review provides an objective assessment of PSB performance and impact                  |
|  |   | 2024-25 action plan is produced  | 31 March 2024             | Richard Rowlands       | PSB has a robust action plan for 2024-25 ready for the start of the new financial year |
| <b>Key Performance Indicator for Action 2: 2023-24 Annual Review is produced and is reflected in the 2024-25 action plan</b> |   |  |                           |                        |  |