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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	27th April 2021		Agenda Item	3
Report Title	Final Performance Management Framework			
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Report Sponsor	Darren Griffiths, Director of Finance and Performance (interim)			
Presented by	Darren Griffiths, Director of Finance and Performance (interim)			
Freedom of Information	Open			
Purpose of the Report	The purpose of this report to set out the Final Performance Management Framework (PMF) for the Health Board for recommendation for approval by the Board.			
Key Issues	<p>High performing organisations hold themselves to account for all the activities they are required to deliver through robust performance management arrangements.</p> <p>Appendix 1 to this cover report provides a Performance Management Framework (PMF) for the Health Board.</p> <p>The Final PMF sets out: -</p> <ul style="list-style-type: none"> • A routine set of arrangements for the performance review of Service Groups and Corporate Directorates • A framework for the nature of reports to be used for performance reporting; the detail of which will be developed • A series of escalation levels ranging from earned autonomy to special measures; these will be focussed on appropriate support to recover the performance • Clarity of roles and responsibilities within the PMF • Description of the fit of the process within the Health Board governance and reporting arrangements <p>The PMF has been considered at Executive Board and at Management Board in April 2021. Changes requested at the Management Board held on 21st April 2021 are incorporated in this final document.</p>			
Specific Action Required	Information	Discussion	Assurance	Approval
	✓		✓	
Recommendations	<p>The Performance and Finance Committee is asked to:</p> <ul style="list-style-type: none"> • DISCUSS the proposed Final PMF • RECOMMEND the PMF for approval by the formal Health Board meeting scheduled for 27th May 2021 			

FINAL PERFORMANCE MANAGEMENT FRAMEWORK

1. INTRODUCTION

High performing organisations have clearly understood and effective Performance Management Frameworks (PMF). As the Health Board emerges from the COVID pandemic it is important that there is an effective framework in place which incentivises high performance and builds a level of support and scrutiny should performance fall below expected standards.

The purpose of this report is to update the Performance and Finance Committee on the work completed to date to develop the PMF and for the Performance and Finance Committee to recommend the PMF to the Board for approval. The PMF will be implemented for financial year 2021/22 and will be subject to review by the Performance and Finance Committee at its meeting scheduled for 28th September 2021.

2. KEY MESSAGES

The PMF has been considered at Executive Board and at Management Board in April 2021. Changes requested at the Management Board held on 21st April 2021 are incorporated in this final document.

The Final PMF sets out: -

- A routine set of arrangements for the performance review of Service Groups and Corporate Directorates
- A framework for the nature of reports to be used for performance reporting; the detail of which will be developed and matured as the PMF beds in
- A series of escalation levels ranging from earned autonomy to special measures; these will be focussed on appropriate support to recover the performance
- Clarity of roles and responsibilities within the PMF
- Description of the fit of the process within the Health Board governance and reporting arrangements

The Performance and Finance Committee is invited to review and comment on the Final PMF to enable it to be finalised and for implementation with effect from Month 2 reporting to be reviewed in October 2021. In the interim period, Quarter 4 reviews will proceed as planned in May 2021 and routine discussions around performance, financial and savings plans and reporting to Management Board will remain unchanged.

The key areas for further development as the PMF matures are as follows: -

- Develop a clear arrangement for the performance review of the Director of Public Health given the unique way in which support is structured for the Director.
- Develop a methodology for the performance review of delivery systems which cross management arrangements. The primary focus of the PMF at this stage is to hold accountability through the management structure of the Board. Work will

be carried out to consider how system performance review processes and accountabilities can be development where performance improvement is generated through activities which cut across the management structure of the Board.

- The PMF sets out that the quarterly reviews will include a detailed consideration of the individual area's contribution to the delivery of the Health Board plan. At this stage this will take the form of the continuation of the quarterly plan implementation tracker. An assessment will be made as to whether this remains fit for purpose and to ensure the necessary integration between plan actions and performance improvement is appropriately considered through the PMF.

3. GOVERNANCE ISSUES AND RISKS

The final PMF will need to be an integral framework within the Health Board's overall operating model. It should also have a clear reporting structure which allows for matters to be appropriately escalated and for the correct level of assurance to be provided to the Board and Board Committees. The PMF sets out these arrangements.

4. FINANCIAL IMPLICATIONS

There are no direct financial implications of the development and implantation of the final PMF itself.

5. RECOMMENDATIONS

The Performance and Finance Committee is asked to:

- **DISCUSS** the proposed Final PMF
- **RECOMMEND** the PMF for approval by the formal Health Board meeting scheduled for 27th May 2021

Governance and Assurance		
Link to Enabling Objectives (please choose)	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input checked="" type="checkbox"/>
	Co-Production and Health Literacy	<input checked="" type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input checked="" type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input checked="" type="checkbox"/>
	Partnerships for Care	<input checked="" type="checkbox"/>
	Excellent Staff	<input checked="" type="checkbox"/>
	Digitally Enabled Care	<input checked="" type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input checked="" type="checkbox"/>
Health and Care Standards		
(please choose)	Staying Healthy	<input checked="" type="checkbox"/>
	Safe Care	<input checked="" type="checkbox"/>
	Effective Care	<input checked="" type="checkbox"/>
	Dignified Care	<input checked="" type="checkbox"/>
	Timely Care	<input checked="" type="checkbox"/>
	Individual Care	<input checked="" type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
A robust and clear PMF will support the delivery of improved levels of quality, safety and patient experience as set out in the Health Board's plans.		
Financial Implications		
There are no direct financial implications arising from the production of this report.		
Legal Implications (including equality and diversity assessment)		
n/a		
Staffing Implications		
n/a		
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)		
A robust and clear PMF will ensure that the Health Board's objectives, as set out through the deliverables in its Annual Plan (and subsequent plans) can be monitored and reviewed appropriately. Where performance falls below expected standards the PMF provides for additional support and scrutiny to recover positions. The WBFGA requirements of the Board will be set out in its plans and the PMF will be a key driver of the required actions to support the delivery of performance aligned to the WBFGA.		
Report History	This is the first report setting out the proposed PMF to the Performance and Finance Committee.	
Appendices	Appendix 1: Performance Management Framework	