

TITLE OF REPORT: Delivering Thrive - Approach to a New Performance Management Framework

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SUMMARY

This report sets out the proposed approach towards developing a new performance management and improvement framework for the Council and seeks the views of members of the Committee to inform its development.

Background

1. Performance Management is used by local authorities to identify how well they are delivering for local people and where to improve this delivery so that services and outcomes offer value for money and achieve better results. It aims to help services get from where they are to where they need to be making a positive difference to the lives of people in Gateshead in an efficient and effective way.

A New Framework

2. The Council's current performance framework has been in place for several years and has evolved over time. There is a need to develop a new framework that better reflects the priorities of the Council and which enables it to manage performance and demonstrate delivery against Thrive priorities.
3. Any new framework also needs to be able to respond to the impacts of Covid-19 and the future shape and role of the Council. While it is clear a new approach is needed, some elements of the existing approach that work and are valued could evolve within the new framework.

Approach to development

4. The Council has identified Thrive as the overarching policy outcome. Therefore, the starting point for any new framework should be how we are Making Gateshead a place where everyone can thrive. It will be an important tool in identifying how the Council is delivering against Thrive and making a difference to local people in Gateshead.
5. The new approach will be firmly based on Thrive, will aim to take a more layered and dynamic approach that is integral to the budget with stronger links to risk. This will also help to ensure that resources are being deployed in the areas that matter to local people.

6. A new framework would have a range of underpinning features also have a greater focus on impact and:
 - Is shaped around the characteristics needed to enable people to thrive
 - Is simple, responsive, timely and meaningful indicators
 - Empowers employees to drive improvement
 - Incorporates qualitative and quantitative approaches
 - Recognises locality-based approaches, population and community level interventions to improve
 - Considers partnerships, communities and aligned to key policies and strategies such as Health and Well-being Strategy, schools, housing outcomes
 - Is intelligence led, using evidence to learn and improve
 - Considers how to incorporate a wider range of data, for example linking to a 'Data hub' approach
 - Measures the health of the organisation (balanced scorecard approach)
 - Enables members to scrutinise performance and see the impact of decision making

Engagement

7. Engagement across the Council both elected members and services is crucial to the development of a fit for purpose framework. A part of the engagement of members, each Overview and Scrutiny Committee is being asked for their views on the development of the framework and on future engagement.
8. The Committee will receive a presentation outlining underpinning principles for a new approach. This will also include some examples of how other local authorities present performance information.

Recommendation

9. Communities and Place Overview and Scrutiny Committee is asked to consider and provide views on the following:
 - What would you like from a new Performance Management and Improvement Framework?
 - What would help you in your scrutiny role?
 - How would you like to be involved and engaged in the development of a new framework?

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