

TITLE OF REPORT: Delivering Thrive - a New Performance Management and Improvement Framework

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SUMMARY

This report sets out the proposed approach to performance management and improvement following engagement. The views of members of the Committee will be sought on the draft framework.

Background

1. Performance Management is used by local authorities to identify how well they are delivering services and making a positive difference as well as where improvements need to be targeted. It aims to help services get from where they are to where they need to be and inform decision in an efficient and effective way.
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.

Development

3. The development of a new approach began by agreeing some underpinning guiding principles which aims to develop a framework that:
 - 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 the Health and Well-being Strategy, housing and schools
 - 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
4. It was also clear that any new framework needed to be able to respond to the impacts of Covid-19 and the future shape and role of the Council.

Engagement

5. Engagement across the Council both elected members and services has been a really important element of the development of a new approach to performance. Partner involvement has also been developing recognising that delivery of Thrive requires a range of partners working together to achieve better outcomes and address inequality. Engagement has been phased with this first seeking views on how to develop a new approach while more recently this has been used to seek views on a draft framework. Engagement has included:
6. Member engagement to date has taken place through:
 - Overview and Scrutiny Committees (November and December 2020)
 - Portfolio (November and December 2020)
 - Corporate Advisory Group (February 2021)
 - Chairs and Vice Chairs of Overview and Scrutiny Committees (February 2021)
7. Officer engagement has included:
 - Senior Leadership discussions with Corporate Management Team and Service Directors
 - Officer workshop
 - Employee focus groups
 - Trade Unions
 - Service / thematic discussions
8. The Council is also engaging with its partners including health partners and the Voluntary and Community Sector and the Health and Well-being Board.
9. Members will receive an overview of the outcome of engagement however key comments made so far include:
 - Thrive was the overarching policy for the framework supported by the Health and Wellbeing Strategy with a strong emphasis on tackling inequalities.
 - The framework should provide members with a tool to challenge and scrutinise how priorities are being delivered and their impact
 - To be used to inform decision making about interventions and resource deployment.
 - Consider how to draw on and make best use of existing data ensuring this is robust and accessible to a range of audiences
 - Must be meaningful to all employees being clear on how everyone contributes to Thrive
 - Analysis is a key element with interpretation of the data with qualitative and quantitative elements and enabling a 'deeper dive' into areas
 - A greater emphasis on inequalities was needed so understand the areas of greatest need and whether we are closing the gap
 - Highlighting both areas for improvement as well as achievements
 - Presentation a step forward but could be clearer still
 - Greater engagement of partners as this develops

10. This has been used to inform development and refine the new framework. Further engagement is also planned as, crucially, part of new approach will include review and reflection and continued engagement will be a key feature of this.

The new framework

11. The purpose the new Performance Management Framework is to:

- Enable the Council to know whether it is achieving its priorities. (Thrive Policy)
- Ensure that the Council's resources are being deployed effectively
- Make both short and long term effective decisions
- A whole systems approach – embedded in our partnership working to deliver the Health and Wellbeing Strategy

12. The new approach will be firmly based on Thrive, but framed within the Health and Wellbeing Strategy and the six policy objectives, which aim to address inequalities in Gateshead. This will also help to ensure that resources are being deployed in the areas that matter to local people.

13. Implementation is envisaged to be from April, though will be an iterative process recognising that the new approach requires culture change including greater ownership corporate performance across the organisation and empowerment of employees to drive improvement and better outcomes.

14. The Committee will receive a presentation setting out the outcome of the engagement to date and the revised draft framework.

Recommendation

15. Corporate Resources Overview and Scrutiny Committee will be asked to consider and provide views on the following:

- What are your views on the new framework?
- How will this help your scrutiny role?
- How would you like to be involved and engaged as this develops further into implementation and then review?

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