

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

REPORT OF: Darren Collins, Strategic Director, Resources and Digital

SUMMARY

This report provides the Committee with an update on the development and implementation of the new Performance Management and Improvement Framework (PMIF) for the Council.

Background

1. Performance Management is used by organisations 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 decisions in an efficient and effective way.
2. A new approach to performance management and improvement has been developed based on guiding principles. It has been informed through extensive consultation and engagement with elected members, officers and partners. The new framework, which was approved by Council on 27 May 2021 (this is attached at Appendix 1) has a clear focus on priorities, delivery, measurement and analysis of impact. It is based on Thrive, tackling inequalities and is framed around the Health and Wellbeing Strategy. It comprises a Corporate Framework that sets out performance against the six policy objectives of the Health and Wellbeing Strategy and a Balanced Scorecard that demonstrates performance against 'organisational health'.
3. The Performance Management and Improvement Framework (PMIF) aims 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

Progress and Implementation

4. Following approval of the framework, further work has focused on the next steps and implementation plan. A draft plan has been developed and is included at Appendix 2. The following sections outline the key areas of focus for the phase of development.
5. As part of implementation of the new iterative approach, the key next steps are to further develop the content of the framework. This work is underway to develop the interventions, measures, definitions, baseline and targets that will best help to determine how the Council is delivering Thrive and identify where improvements are needed as well as inform decisions about resources and targeted interventions.

Members will receive a presentation highlighting the emerging measures that relate to the remit of this Committee.

6. This work includes consideration of new and emerging strategies such as the Economic Strategy, the baseline work being led by public health, locality working, LA7 Recovery Plan as well as the resource and risk elements.
7. It is recognised that while an iterative approach is needed, the content needs to be developed over the summer and reported to Overview and Scrutiny Committees and Cabinet as part of the 6 monthly performance reporting cycle using the new framework and measures.

Engagement

8. Engagement has played a key part of the development of the PMIF. Engagement will continue through further refinement of the PMIF to test the approach, embed this with greater ownership and facilitate a more collaborative approach.
9. An Employee Network will be established to support cross service collaboration and idea sharing, 'story telling' to enable employees at all levels to understand how they contribute to supporting Thrive and the Health and Wellbeing Strategy priorities. This will help to make performance management and improvement more meaningful to all employees from the frontline through to overall corporate and strategic performance of the Council.
10. Further engagement is also taking place the Council's partners. This has included meeting with representatives of the Community and Voluntary Sector to share the developing approach. Thematic discussions will also follow to understand the synergies in more detail.
11. A separate group comprising representatives of the Health and Wellbeing Board is also due to meet to understand how to align the Council's performance framework and priorities with our partners, through the Health and Wellbeing Strategy.
12. A further key element of engagement is with local people and communities. This approach is being developed and will align with other work strands to ensure a holistic approach. This will be used to help ensure the framework is accessible and focused on measuring what matters to local people.

Performance Data Management

13. A Corporate Data Management Group has been established to focus on performance management and improvement and developing work around enhanced analysis of data, presentation and visualisation. The primary aim is to support the revised PMIF and delivery of better information that tells a story based on the data.

Equalities

14. A new equality objective for 2021-22 was agreed at Cabinet in April 2021. This will help to develop an updated and enhanced profile of Gateshead residents and Council employees by protected characteristic. This will provide a deeper

understanding of the population of the borough and the inequality needs and issues faced by residents and the Council's workforce.

15. Steps are also being taken to ensure that the reporting of progress and achievements made against the Corporate Equality and Diversity Work Programme will be embedded within the PMIF, so the outcomes and improvement areas are highlighted as part of the framework within the cycle of performance reporting. This will also include the Council's statutory requirements as set out in the Public Sector Equality Duty.

Key milestones

16. Appendix 2 provides the detailed milestones identified as part of the implementation. The key milestones are also outlined below:

- Further development of the framework including measures, baseline, targets, intervention – now until July 2021 (though it is recognised that ongoing development will still be needed)
- Partner engagement (Health and Wellbeing Board reps / CVS etc – June/ July 2021 onwards)
- Further report to OSCs and Cabinet on performance against the new measures for 2021/22 – Autumn 2021
- Employee engagement forum established – July 2021
- Corporate Data Management Group plan and PMIF element – July 2021
- Development of equalities profile and align to the PMIF – March 2022

Recommendation

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

- The progress made to date and next steps
- Further engagement and involvement through the implementation stage

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