

TITLE OF REPORT: Performance Management and Improvement Framework 6-Month Performance Report 2022/23

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

SUMMARY

This report provides the Committee with the Council's new Performance Management & Improvement Framework, reporting performance on the delivery of Council priorities for the period 1 April 2022 to 30 September 2022. It also provides an overview of performance relevant to the role and remit of this committee.

Purpose of the Performance Management and Improvement Framework (PMIF)

1. The Performance Management and Improvement Framework (PMIF) enables the Council to know how it is delivering on its Thrive policy. It has a clear focus on priorities, delivery, measurement, and analysis of impact. It is based on Thrive and the Health and Wellbeing Strategy and incorporates an organisational 'health check' Balanced Scorecard.

Background

2. The Council's performance framework was reviewed, and a new approach was agreed by Council on 27 May 2021. The draft measures were considered and agreed by Cabinet in October 2021, with further updates to several measures agreed by Cabinet in July 2022. The reporting of 6-month performance which was considered by Overview and Scrutiny Committees at the end of January and agreed by Cabinet in March 2022, was the first-time performance was reported using the new approach.
3. The 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, and the Council's approach to resource allocation and budget setting.
 - A whole systems approach – embedded in our partnership working to deliver the Health and Wellbeing Strategy.

6-month reports

4. The analysis of performance for 1 April 2022 to 30 September 2022, against each of the 6 policy objectives of the Health and Wellbeing Strategy and the Balanced Scorecard is set out at Appendix 1. Areas of relevance to this Committee are highlighted in this report, however, the entire Performance Management & Improvement Framework is provided to

enable members to see the full picture of performance across all priority areas at Appendix 1. Please note that the current version attached at Appendix 1 is a draft, as the performance data and analysis is regularly being updated due to the iterative nature of the framework.

5. The performance reports outline the challenges, achievements, actions, and resources for each policy objective. It also contains performance data including strategic and operational measures and is informed by qualitative and quantitative assessment to inform policy and resource decisions.
6. Some data is not available at 6-month stage. Indicators are released throughout the year, some annually which do not coincide with this reporting cycle. Where provisional data is available this has been provided and noted. The report sets out the current performance for the strategic and operational measures where data is available at the 6-month stage.
7. Cross-cutting key emerging areas already being highlighted are:
 - Budget pressures continue to provide a significant challenge. There is an increased level of uncertainty around the government financial settlement however, it is not anticipated the settlement will address the gap in Council budgets and future demand pressures.
 - Continuing demand pressures being faced by services particularly across social care.
 - The continued impact of Brexit and the increasing outcomes from the current conflict in Ukraine impacting on costs facing local people as well as in the delivery of council services. The continuing legacy impact of Covid 19 on performance.
 - Widening inequalities, income and the longer term anticipated impact for the future on issues such as health. Latest data shows an increase of over 2 percentage point increase in those people who are considered vulnerable.
 - Staffing pressures across the Council including recruitment and retention, and sickness, continues to present challenges in delivering services.
 - Steady progress in key areas such as climate change strategy and engagement.
 - Continuing increase in the access of digital and online services.
 - Levels of support being provided to local people and businesses such as through various grants e.g., DWP Household Support Fund which was aimed to prevent people from going cold or hungry.

Update since the year-end stage for this Committee

8. Each Overview and Scrutiny Committee considered the year end performance in June 2022. The discussions at each committee identified some key themes. These, along with activities to address these, were agreed by Cabinet in July 2022. Corporate Resources Overview and Scrutiny Committee identified two particular areas:
 - i. **Locality working** – development must meet the needs of different communities recognising that a variety of approaches will be required with a clear rationale and approach and a way to measure success.

- *A further report on locality working was taken to Corporate Resources OSC on October 24th.*

II. **Workforce Strategy** – Concern over the employee sickness absence increase and recruitment and retention issues where performance appears to be challenging. How these may link including ageing workforce and succession planning for those near retirement age. Different suggestions were made by members including approach to advertising and ‘selling’ local government careers, more opportunities for ‘cross council’ working and targeting of vacancies e.g., communities with high unemployment / getting into schools earlier.

- *A separate presentation on the Workforce Strategy is on the agenda for this.*

9. An overview will be provided at the Committee meeting, however, other key areas to highlight include:

Challenges include

- The Councils percentage turnover for 2021/22, was 12.74%, which is lower than the national average and lower than the average for public sector organisations. While the highest number of leavers is due to resignation (52.6%), the Council currently do not have the ability to capture the reason for the resignation.
- Sickness absence days per FTE has increased from 10.58 baseline in July 2021, to 11.3 at 21/22 6-month stage, to 12.32 days for the period from 1 April 2021 to 31 March 2022.
- Challenges of delivering the Medium-Term Financial Strategy budget gap and delivering intervention to enable people in Gateshead to Thrive.
- There has been an increase in the number of corporate complaints upheld after Chief Executive review. Of the 25 Reviews of Corporate Complaints undertaken to date, 6 (24%) were upheld and 19 (76%) were not upheld.
- There were 5 final decisions made by the Ombudsman following the investigation of complaints against the Council. 3 were not upheld and 2 were upheld with the Council required to pay compensation.

Areas of excellence and improvement include

- Administration of the £1.832m fund on 24 May 2022 for the period up to 30 September 2022 which included distribution of vouchers for children eligible for free school meals, food support through VCSE and energy payment support to help families with essentials.
- Increase in the number of health & safety near misses being reported by employees helps with the identification of issues and improvements, meaning a safer workplace.
- The number of compliments received has seen a large jump from 78 to 131 in the first two quarters of 2022/23, compared with the same period in 2021/22. This is an increase of over 65%.
- Work is ongoing to improve the uniformity of how call handling is managed across the Council, and telephony contact response rate remains stable at 86%. The move to

more digital customer experience continues to expand with online transactions increasing by 4% compared with the 6-month period 2021-22.

Actions include

- Ongoing implementation of Gateshead's Workforce Strategy which was approved in March 2022. This is a 3-year action plan (2022-25), which looks to improve all aspects of an employee's experience at work from making an application to retirement.
- Work is ongoing to improve the uniformity of how call handling is managed across the Council. A dip in performance in Adult Social Care and Housing has been due to a combination of lack of available resource and high demand which is being addressed.
- Budget review work continues across the Council to ensure Council resources are deployed in a prioritised way focusing on delivery of Thrive outcomes and impact.
- The Local Index of Need (LIoN) data will be refreshed at end of 2022 / early 2023 to further understand Thrive changes post-pandemic.

Further development

10. This is the second cycle of the 6-month performance against the new framework. While some data is still not yet available, these are areas that are important to measure as part of the framework, so they have continued to be included. A review of measures will be undertaken to understand where changes may be needed to ensure the PMIF remains robust.
11. The ongoing impact of the pandemic and recent economic events may influence and inform future priorities of the Council which would then inform the performance content of the framework. It is important the PMIF is flexible and able to evolve to ensure it remains relevant. Work continues to develop the framework further to ensure it is best placed to enable the Council to understand its performance against priorities.
12. An overview document has been developed at Appendix 2. This document outlines the importance of performance management at the Council and provides details of the background and purpose of the PMIF, including its links to the wider policy framework of Thrive and the Health & Wellbeing Strategy. The document also details the outcomes and interventions, which underpin the performance measures for each of the six Policy Objectives, and it explains the purpose of the balanced scorecard. The document also demonstrates the newly developed branding for the Performance Management and Improvement Framework. The overview document will be placed in the Performance Management section of the Intranet and internet pages. This document could be provided to members as part of performance reporting in response to the request to improve the presentation of performance information.
13. An online/digital format is also being considered with a pilot approach being developed. This will aim to cluster measures around key priority areas and present a visual

representation of the performance data to be used alongside the analysis. This is a complex task and will involve areas across the Council, link to existing data approaches such as LloN but will provide performance data at different levels from strategic to operational in an accessible way.

14. A glossary has been developed of terms used in the creation of this report and within the PMIF, for ease of reference. This is included at Appendix 3.

Recommendations

15. Corporate Resources Overview and Scrutiny Committee is recommended to:

- Comment on the 6-month report at Appendix 1 and identify any areas for further scrutiny.
- Recommend the performance report to Cabinet for consideration in January 2023.

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