

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

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

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### **Purpose of the report**

1. This report sets out the 6-month 2022/23 assessment of performance against the Council's new Performance Management and Improvement Framework (PMIF) along with the recommendations made by Overview and Scrutiny Committees for improvement. Cabinet is asked to approve the report and proposed actions.

### **Background**

2. A new approach to performance management and improvement was approved by Cabinet on 20<sup>th</sup> April and agreed by Council on 27<sup>th</sup> May 2021 with the draft measures and interventions agreed by Cabinet in October 2021. The PMIF has a clear focus on policy and priorities, delivery, measurement, and analysis of impact to support effective resource allocation and is based on Thrive and the Health and Wellbeing Strategy.

### **Six Month Reports**

3. Analysis of performance has been undertaken 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. High level analysis of performance highlighted several cross-cutting key issues which are set out in Appendix 1.
4. The 2022/23 six-month performance report is at Appendix 2. The 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. In line with approach agreed with CMT, these have been informed by services.
5. Each of the Council's Overview and Scrutiny Committees considered the Six-Month Performance Report in its entirety and a 'deep dive' into areas relevant to each Committees remit. A summary of the discussions at each OSC is also set out in Appendix 1.
6. A copy of the draft minutes from each Committee is at Appendix 3.

### **Proposal**

7. It is proposed that Cabinet consider and agree the performance report at Appendix 2 including the analysis, areas for improvement, and the key issues highlighted during discussions by Overview and Scrutiny Committees, which are summarised in Appendix 1.

8. These will be taken forward and the PMIF will be aligned to the Budget approach agreed by Cabinet. Further development will take place to address comments made by Overview and Scrutiny Committees, with a Year End performance report and analysis due to be reported in the summer. The development of the PMIF is iterative and will be a tool used throughout the year to manage performance and improvement against priorities and see the impact of policy and resource decisions.

### **Recommendation**

9. It is recommended that Cabinet:
  - (i) Approves the 2022/23 six-month performance report at Appendix 2.
  - (ii) Notes the key discussions and from the Council's Overview and Scrutiny Committees at paragraph 8 of Appendix 1 and in the minutes at Appendix 3.
  - (iii) Approves the proposed changes to the agreed measures at paragraph 9 of Appendix 1.

For the following reason:

- To ensure performance supports the delivery and achievements of Making Gateshead a Place Where Everyone Thrives.

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### Policy Context

1. The proposal supports the Council's priorities for Thrive by setting out a framework to manage performance against its key priorities for thrive, tackle inequalities and the impact being made on delivery of the Health and Wellbeing Strategy. The Performance Management and Improvement Framework (PMIF) analysis in the report informs future policy decisions as well as resource allocation to ensure these are focused on Council priorities as part of a broader evidence-based approach.
2. The Council's Medium-Term Financial Strategy sets out the financial context for the Council's resource allocation process and budget setting. The proposals support the aims within the Strategy by aligning performance with the overall approach to the budget to support the financial sustainability for the Council ensuring that resources are deployed on the outcomes for making Gateshead a place where everyone Thrives.

### Background

3. Performance Management is used by local authorities to identify how well they are delivering outcomes for local people. The Council's current performance framework has been in place for several years and has evolved over time.
4. A new framework was agreed by Cabinet (20 April 2021) and Council (27 May 2021) that better reflects the priorities of the Council – the delivery of the Council's Thrive policy and Health and Wellbeing Strategy.
5. The engagement along with research into best practice was used to develop the PMIF and was agreed by Council in June 2021. The initial draft measures were considered and agreed by Cabinet in October 2021, with further updates to several measures agreed by Cabinet in July 2022. Since then, progress has been focused on implementation of the framework and the reporting of 6-month performance to members.

### Six Month Performance Reports 2022/23

6. The analysis of performance for the 6-month stage against each of the 6 policy objectives of the Health and Wellbeing Strategy and the Balanced Scorecard is set out at Appendix 2. It outlines the challenges, achievements, actions and resources for each policy objective. It also contains performance data including strategic and operational measures, resources, and risks.
7. Cross-cutting key areas being highlighted by services are:
  - The Council continues to face significant budget pressures particularly in relation to social care, Utilities and pay. The provisional settlement received in December was for one year only and full details of funding are yet to be published however, it is not anticipated the final settlement will address the gap in Council budgets and future demand pressures and difficult decisions on service delivery will be needed.
  - 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 of COVID-19 also continues to impact 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 points 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.
8. Each Overview and Scrutiny Committee considered the Six-Month Performance Report in its entirety and a 'deep dive' into areas relevant to the role and remit of each committee. A summary of the discussions for each OSC is set out below:

*Corporate Resources OSC – 28<sup>th</sup> November 2022*

- Members received a presentation from Michelle Brown, Service Director for Human Resources and Workforce Development, which focussed on the Workforce Strategy and updated on the ongoing employee related issues such as recruitment and retention, and sickness absence.
- Members' discussions focussed on the Workforce Strategy, with specific questions around whether the Council is open to employing people without relevant qualifications where they can demonstrate that they have the right skill set. Members were informed that the requirement for certain qualifications is often due to entry requirements for formal qualifications that are required to carry out the role.
- Members highlighted external factors affecting the Council's ability to achieve targets, and that the performance measures showing as 'Red' are mostly those which are outside of the Council's control, such as impacts of the cost-of-living crisis, Covid-19, etc.
- Members raised that an overview following by a deep dive on relevant issues is a suitable approach for performance reporting.

*Families OSC - 1<sup>st</sup> December 2022*

- Members' discussions focussed on children in care. The presentation on children in care set out how it is better for children's outcomes to live safely within their extended families in their known communities and networks where it's safe and where it is possible.

- Members explored the opportunities to support children in care to return safely back home and whether this decision making was evidence-based to ensure that it was safe to do so, and asked questions about the methodology of assessing whether and how a child can be returned safely to their family.
- Members sought clarification on staffing levels and placement availability across the sector and were informed Gateshead Council do not tend to lose carers to the independent sector who have worked previously for the Council as the quality of support is valued by carers.
- Members were informed that Gateshead have robust approaches to ensure that only the children who need to come into care, do so.
- Additional areas raised by members included their wish to see data around childhood obesity and readiness for school for those in receipt of free school meals. Both indicators have not been reported since the COVID-19 pandemic.

#### *Housing, Environment & Healthy Communities OSC – 5<sup>th</sup> December 2022*

- Members' discussions focussed on climate change, with particular focus on the corporate approach to fleet and electric vehicles.
- Members highlighted the role of school meals in supporting our impact on climate change through plant-based alternatives.
- Members received updates on the current development of individual ward action plans, which will be a digital platform-based multi-use tool to find out what is going on in a ward, to allow the easy sharing information on climate change within wards and act as a living document.
- Additional areas raised by councillors included infrastructure for electric vehicles, quality of cycle paths, contribution of domestic fires/log burning sources of heating and sourcing and procurement of local products and produce.

#### *Care, Health & Wellbeing OSC – 6<sup>th</sup> December 2022*

- Members received an overview of performance and a presentation on Discharge to Assess which provided an update on the ongoing issues surrounding hospital discharge and residential care numbers.
- No further issues or queries were raised by members at this OSC.

### **Further development and review**

9. The approach will be continually reviewed to check how effective it is in enabling performance management and improvement towards better outcomes. The flexible, iterative approach that has been adopted to develop the PMIF, reflects the changing circumstances that the Council works within and aims to ensure that performance against priorities can be managed in the most efficient and pragmatic way being responsive to changing needs to ensure it will remain fit for purpose. The table below sets out proposed changes to the agreed measures, to ensure the framework remains relevant:

<b>Performance Management Framework Theme</b>	<b>Previous measure</b>	<b>New measure</b>	<b>Reason</b>
Balanced Score Card – Employees	% Employees with access to a device that can be used to facilitate agile working	<i>To be confirmed</i>	Unable to report at present – consideration is being given to a new measure
Balanced Score Card – Employees	% Employees with a corporate IT network user account	<i>To be confirmed</i>	Unable to report at present – consideration is being given to a new measure
Balanced Score Card – Finance, Governance and Risk	% of In-Year 2021/22 budget savings delivered of £8.1m	N/A	Measure to be removed – no longer relevant as the year has passed and there are no agreed savings in 2022/23.
Enable all young people and adults to maximise their capabilities and have control over their lives	No of permanent adaptations carried out (to enable people to stay in their home)	% of adaptations fitted to a client's home which have made a positive difference to their life	Previous measure did not include the positive impact element
Enable all young people and adults to maximise their capabilities and have control over their lives	Rate of repeat victims of domestic violence and/or children affected by domestic abuse	Number of repeat victims of domestic abuse (recorded by police)	Previous measure was not reportable
Enable all young people and adults to maximise their capabilities and have control over their lives	Rate of domestic violence reports / convictions	Rate of violence against the person offences	Previous measure was not reportable
Create and develop healthy and sustainable communities and places	Incidents of reported ASB	Rate of police recorded ASB (inc youth and adult related)	Previous measure was not reportable
Create and develop healthy and sustainable communities and places	Crime & ASD - % of people who feel very or fairly safe ...Safer communities survey - updated Qtr...ASB counting rules to be confirmed	Rate of total recorded crime	Previous measure was not reportable
Create and develop healthy and sustainable communities and places	Count / proportion of hate crimes reported	Rate of serious acquisitive crime (inc burglary, robbery, TWOC, TFMV)	Previous measure was not reportable
Enable all young people and adults to maximise their capabilities and have control over their lives	N/A	% of 16- & 17-year-olds taking part in education and training that meets the Governments Raising the Participation Age (RPA) requirement	New measure to track the total percentage of Gateshead residents aged 16 & 17 (academic age) who access education and training that meets the Raising the Participation Age (RPA) requirements of education or training or work with training, up to level 2

10. An overview document has been developed which 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.

11. A glossary of terms used in the creation of this report and within the PMIF has been developed at the request of Members, for ease of reference. We have also worked with the Communications team to develop branding for the PMIF.
12. An online/digital format is also being considered with a pilot approach under development. 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 Local Index of Need (LIoN) but will provide performance data at different levels from strategic to operational in an accessible way.

### **Alternative Options**

10. An alternative option would be to identify alternative actions to address performance, however the activities recommended in the report are based on analysis of performance data and would support delivery of the Council's Thrive policy.

### **Consultation**

11. All Overview and Scrutiny Committees have considered the Six-month performance reports. A copy of the minutes of each Committee is attached at Appendix 3. The Leader and Deputy Leader of the Council have also been consulted on the proposal.

### **Implications of Recommended Option**

#### **12. Resources**

- a. **Financial Implications** – The Strategic Director, Resources and Digital confirms that the proposal will have no direct financial implications as a result of this report. The proposal aims to align performance with resources and enable better informed decision making.
- b. **Human Resource Implications** – There are no Human Resource implications arising directly from this report, although there are areas relating to employees highlighted in the report.
- c. **Property Implications** – There are no property implications arising directly from this report.

13. **Risk Management Implication** - The proposals will reduce the risk of the Council not achieving its priorities by enabling effective performance management across strategy corporate priorities.

14. **Equality and Diversity Implications** – There are no direct equalities and diversity implications arising from this report, however the framework has a focus on addressing inequalities.

15. **Crime and Disorder Implications** – There are no crime and disorder implications arising directly from this report.

16. **Health Implications** – While there are no direct health implications arising from this report, the PMIF is based on the 6 policy objectives within the Health and Well-being Strategy so will help to manage performance at a strategic level across a range of wider determinants of health.
17. **Climate Change and Sustainability Implications** – There are no climate change implications arising directly from this report, though the PMIF will seek to manage performance across a range of strategic priorities including climate change. There are no sustainability implications arising directly from this report
18. **Human Rights Implications** – There are no human rights implications arising directly from this report
19. **Ward Implications** – There are no implications for a specific ward arising directly from this report, though the framework will include a geographical focus on performance where appropriate.