

Appendix 3

Below are the minutes of the Overview and Scrutiny Committees which each considered the 6-month Performance Management and Improvement Framework reports.

Corporate Resources OSC – 28th November 2022

CR87 PERFORMANCE MANAGEMENT AND IMPROVEMENT FRAMEWORK 6-MONTH PERFORMANCE REPORT 2022/23

The Committee were presented with the 6Month Performance Report on the Performance Management and Improvement Framework. The report provides an overview of performance relevant to the role and remit of the Committee. Cross-cutting key emerging areas already being highlighted are:

- Budget pressures continue to provide a significant challenge, there is an increased level of uncertainty about 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 the Ukraine impacting on costs facing local people as well as in the delivery of council services.
- Widening inequalities, income and longer term anticipated impact for the future on issues such as health. Latest date shows an increase of over 2 percentages 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, for e.g., DWP Household Support Fund was aimed to prevent people from going cold or hungry.

Concern has previously been expressed over sickness absence increase and recruitment and retention issues where performance appears to be challenging. A separate item on the Workforce Strategy will be presented to the Committee.

It was queried how much it was costing us to tell Councillors we aren't meeting targets, it was appreciated that the inability to deliver is due to external factors. It was noted that the purpose of the Corporate Performance Management and Improvement Framework is to ensure that the Council is focusing its resources on Council priorities agreed by councillors.

It was noted that the Council has a statutory requirement to report on performance; it is a requirement of inspection frameworks such as Ofsted and CQC and is a requirement

of our external auditors. It is also a requirement when evidencing a good governance framework for a public organisation.

RESOLVED –

- (i) that the comments of the Committee be noted
- (ii) that the performance report be referred to Cabinet for consideration in January 2023.

Families OSC – 1st December 2022

F64 PERFORMANCE MANAGEMENT AND IMPROVEMENT FRAMEWORK - SIX MONTH REPORT

Committee received the Performance Management and Improvement Framework (PMIF) for the first six months of 2022/23, 1 April to 30 September 2022. Following consultation, the new PMIF focuses on six policy objectives from the Health and Wellbeing Strategy, the most relevant to this Committee being; Give Every Child the Best Start to Life.

A number of cross-cutting areas have emerged over the last six months, including:

- Budget pressures – an increase to £55m funding gap.
- Increased demand pressures particularly in terms of Children’s Social Care.
- Impact of Brexit and the conflict in Ukraine in terms of costs facing local people and delivery of council services.
- Widening inequality gap – 2% increase in the number of people who are considered vulnerable.
- Staffing pressures across the Council presents challenges in delivering services.

A presentation was given on the deep dive work undertaken around placement sufficiency which continues to be an area of challenge. It was acknowledged that work continues on reducing demand through supporting families to prevent children from coming into care or to enable them to return to families where it is safe to do so.

The Early Help Offer aims to keep families together through such things as respite day care, parenting support groups and courses. In addition, a good Edge of Care Service is essential, to provide a robust assessment of need and make sure intervention plans are in place. A key part of the priorities is to look at how to help children return home, what can be put in the household to make that possible. This involves reunification planning as a partnership, not just Social Care.

A Trauma Informed Care Model is due to be implemented early in the new year, this will involve work with Children’s Homes to look at how the service responds to support those young people.

The Mockingbird programme is working well to create sufficiency of places and work is ongoing to look at how to broaden the model across foster carers to ensure all children and young people have that extended family.

Transitional Care Planning is in place for children with complex needs, work is ongoing towards a better model so that there are more flexible routes. It was noted that there are currently 38 children and young people placed outside of Gateshead in residential provision and this number needs to be reduced. In order to bring this young people into the Gateshead, additional provision is required in the following areas; child sexual exploitation, therapeutic support, multiple and complex needs and children with disabilities. It was acknowledged that the key challenge is ensuring the right care and accommodation is available in Gateshead, however, as is the same in other local authorities, this resource does not exist.

It was reported that there has been a huge increase in the number of Independent Foster Association's (IFA) being used. The aim is to reduce the number of children in IFA's, as these cost more and the money could be better invested for in-house foster carers. It was also noted that young people would be supported to stay with those foster carers once they approach adulthood, whereas IFAs are more likely to make business decisions, which would mean young people moving to independent living earlier than may necessarily be best for them.

Work is underway to improve the supported living offer with staying close options and opportunities are being looked at to see if more can be done to address timeliness of care planning.

In terms of commissioning practice this needs to look at the best use of block contracts and spot purchases; looking at who we are already in partnership with and how to get better quality and cost and the monitoring arrangements around that. In addition, better relationships with external residential home providers is necessary so that more young people stay in Gateshead. There needs to be preparedness for increased costs due to the general cost of living increases and there needs to be an understanding of what that will mean going forward. Another priority is to increase in-house foster carers to ensure robustness.

It was acknowledged that the deep dive exercise showed that getting these factors right would start to turn the curve. It was questioned as to how it is judged when it is safe for a child to return home, would this be evidence based or a judgement call. It was noted that this would be through constant re-assessment, looking at why the child came into care initially and if those risk factors are still in place. It would also be to do with the age of the child and re-assessment of family members and looking at the family network.

It was confirmed that not all children will return home as this is not always in the child's best interests, but that wherever possible this would be the aim. It was queried the reason why 38 children are placed outside of Gateshead. It was confirmed that for a

small number of those children it was because of the risk posed to them through criminal or sexual exploitation. Some are to do with education and care needs which cannot be met in Gateshead. It was also noted, that for some, the reason is because there are not enough places in Gateshead for either foster carers or residential beds. The point was made that this is not disproportionate to other local authorities.

It was questioned whether there are any reciprocal arrangements for children from other local authorities finding optimum placements in Gateshead. It was advised that specialist provision will take children from all over the country, however, private provision in Gateshead, although registered in Gateshead, do not always prioritise Gateshead children. It was noted however that the service does work with all providers in Gateshead but does not always know who the children placed there are. It was confirmed that a piece of work is underway to establish the number of private providers within Gateshead and the children and young people placed there.

It was questioned whether there is expansion of preventative work planned. It was confirmed that the service is looking at its practice and decisions to bring children into care, looking at a whole system approach to ensure only those who need to come into care are coming in. There is a clear driver to keep children and young people within their family networks.

The question was asked as to why a foster carer would choose an IFA. It was confirmed that Gateshead Council has never 'lost' a foster carer to an IFA whereas some foster carers do move from IFAs to the authority. It was acknowledged that IFAs have a huge amount of money to target recruitment but the quality does not always match what the authority can provide. From Gateshead's point of view the authority is very good at retaining foster carers and there are good conversion rates from initial contact to foster carer approval.

It was questioned why there isn't up to date data regarding childhood obesity and school readiness for children on free school meals as the last data was from 2020. It was confirmed that this would be reported back to Committee at the annual report stage as no new data had been provided by Public Health England.

RESOLVED –

- (i) That the six-month performance report be noted and further information be provided regarding childhood obesity and school readiness.
- (ii) That the performance report be referred to Cabinet for consideration in January 2023.

Housing, Environment and Healthy Communities – 5th December 2022

ITEM 3 – PERFORMANCE MANAGEMENT AND IMPROVEMENT FRAMEWORK - SIX MONTH REPORT

The Committee received a report providing an update on the Council's PMIF in relation to the delivery of Council priorities relevant to the role and remit of the OSC for the period April 2021 to September 2022.

A summary of the PMIF aims and objectives was provided, attention was also drawn to cross-cutting key emerging areas, these were:

- 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.

From the report, the Committee noted the areas of excellence and achievement that had been made; this included the establishment of 75 'Warm Spaces' in Gateshead in addition to the recruitment of a Strategic Locality Lead, Coordinator and Connector for Locality Working.

An overview of challenges in delivering the aims of the PMIF was provided; these included the rising costs of doing business (with demand for certain key sectors or business workspace out-stripping supply) and the cost-of-living crisis having a significant impact on resident's ability to sustain tenancies.

The Committee were advised that several actions are being undertaken to overcome the challenges reported, these were:

- Energy roadshows that have delivered in partnership between the council, CAG and others support to approximately 200 residents over several weeks.
- Ongoing work to develop a fuel poverty action plan for Gateshead.
- Commissioning activity to accelerate business formation rates and improve business reliance and growth through UK Shared Prosperity Fund.
- Implementation of the Economic Development Strategy and the establishment of a Business Support Hub to help business impacted by cost of doing business.
- Delivery of specialised employment support for care-experienced young people to help them navigate the world of work and achieve sustainable economic security.
- Working with national, regional, and local employment related services providers, training providers and specialist support organisations to connect and align employment and skills support.

The Committee also received a presentation providing an update on Zero Carbon Gateshead. From the presentation it was noted that the Council has already made major progress in reducing carbon emissions for its own activities (a 55% drop since 2010, 2.5% of Gateshead's total carbon footprint).

It was reported that in November 2022 the Climate Change Strategy for Gateshead was adopted; the Committee noted that the themes for the Strategy are transport, economy, energy, food, woodland/nature and resilience. It was highlighted that the Strategy would require a joint effort between the Council, businesses and the community.

From the presentation, it was explained that Gateshead had been awarded 'silver' accreditation against the Investors in the Environment Framework and that two subsequent audits had shown more improvements. It was further noted that Gateshead Council had received an IIE award in November 2022 for greatest carbon reduction.

It was noted that a public-facing action plan had been developed to summarise what the Council will do to make its own operations carbon neutral. It was further noted that resident participation was key in delivering the aims of the Strategy; it was stated that 86% of respondents from the Council's climate change survey had noted concern about the impact of climate change. The Committee were also provided with information in relation to ward action plans and the climate action plan for schools and colleges.

The Committee queried whether the Council had a specific policy in relation to the use of concrete given its environmental impact. The Committee were advised that the revised Local Plan would be exploring this matter (amongst others) to identify its viability; it was also noted that there are industry-wide considerations being made on the use of concrete.

The Committee discussed the impact of electric vehicles (EV) and the inconsistency of available EV charging points across Gateshead and the country, particularly in rural areas. A comment was made that unless this infrastructure is improved the appeal of electric vehicles will not increase. Officers advised that as part of the Transport Northeast Active Travel Strategy the availability of EV charging points is being considered. The Committee were also advised that the Council's fleet of vehicles, including waste and recycling wagons were being changed to electric on a transitional basis as this is most cost effective. The Committee requested a further update on the Council's vehicle transition arrangements for the 2023/24 work programme.

A discussion took place on the impact of eating meat; it was argued that increasing the availability of plant-based meals across the Council's schools would be beneficial to the environment. It was agreed that this feedback would be passed over to the Families OSC for consideration on its work programme.

The Committee asked whether the ward action plans would be published and shared across wards. Officers advised that they would be shared to ensure that best - practise is shared.

RESOLVED:

- (i) The Committee noted the 6-month report and the appendices.
- (ii) The Committee recommended the performance report to Cabinet for consideration in January 2023.

Care, Health and Wellbeing OSC – 6TH December 2022

CHW21 PERFORMANCE MANAGEMENT AND IMPROVEMENT FRAMEWORK - SIX MONTH UPDATE

Lindsay Murray, Director of Commercialisation and Improvement provided the Committee with a report outlining the Council's new Performance Management and Improvement Framework for the period 1 April 2022 to 30 September 2022.

Steph Downey, Service Director, Adult Social Care, highlighted the key challenges and areas of excellence for this OSC in a presentation and proposed work on the discharge to assess model. The OSC were advised that the analysis of performance against each of the 6 policy objectives of the Health & Wellbeing Strategy and the Balanced Scorecard were set out in Appendix 1 which was attached to the report for information.

The report outlined 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.

The Committee were advised that areas of excellence and improvement included:

- Response to the Covid-19 pandemic continued throughout 2021/22 with support to the most vulnerable, public health advice and campaigns.
- The pandemic response being scaled back proportionate to risk and national guidelines with focus on the health impacts of the pandemic.
- Targeted Covid vaccination clinics have been delivering an offer to local communities with greatest need.
- Work to deliver the Health and Wellbeing strategy outcomes has commenced. This has previously been on hold due to pandemic however a new group has been established involving the Council and its partners to understand what has changed, and how best to deliver the objectives set out in the cross-cutting strategy.

The Committee were advised that actions included:

- Development of a 3-year alcohol and substance misuse plan, to utilise significant Home Office investment in treatment service following the Dame Caro Black Review.
- Budget review work is underway across the Council to ensure Council resources are deployed in a prioritised way focusing on delivery of Thrive outcomes and impact.
- Preparation for CQC Assurance, implications of the ASC White Paper, charging reforms and fair cost of care with a particular focus on data, practice and policies.
- Focus on the preparation and implementation of the new Mosaic care management system which is a big area of change for the service.
- Take forward Technology Enabled Care using digital solutions to promote independence and support health and wellbeing.
- Reviewing recruitment and retention issues with proposals being developed for consideration. In conclusion, the OSC were advised about further development and were advised that an overview document was attached at Appendix 2 of the report and a glossary of terms used in creation of the report was attached at Appendix 3.

RESOLVED -

- i) That the information be noted.
- ii) The OSC recommended the performance report to Cabinet for consideration in January 2023.