

TITLE OF REPORT: Performance Management and Improvement Framework –
Year End Performance Report 2022/23

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

SUMMARY

This report provides the Committee with the Council's Performance Management and Improvement Framework, reporting performance on the delivery of Council priorities for the period April 2022 to March 2023. 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 internal 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. The reporting of 6-month performance which was considered by Overview and Scrutiny Committees during December 2022 and agreed by Cabinet in January 2023.
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.
 - A whole systems approach – embedded in our partnership working to deliver the Health and Wellbeing Strategy.

Year End Performance Reporting

4. The analysis of performance for 1 April 2022 to 31 March 2023 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 particular relevance to this Committee are highlighted

in this report, however, the full Performance Management & Improvement Framework is provided to enable members to see the full picture of performance across all priority areas at Appendix 1.

5. The report outlines 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 year end. This is due to a variety of reasons including areas where data has not been published since the pandemic, or where there is a lag between year-end and the data being confirmed. Where provisional data is available, this has been provided and referenced as such.
7. Cross-cutting key areas already being highlighted are:
 - MTFs estimates a £55m financial gap over the medium term due to significant pressures manifesting over the last twelve months in inflation, pay, utilities and costs of living.
 - The continuing impacts of rising costs facing local people, families, and businesses, as well as in the delivery of services.
 - The demand pressures being faced by services such as in children's and adult social care continue to increase, as well as expanding demand for debt advice.
 - Staffing pressures are still impacting performance across the Council including recruitment, retention, and sickness.
 - Progress in key areas such as workforce strategy, climate change strategy and customer experience.
 - Inequalities continue to widen. Thrive data shows a shift (over 2 percentage points) compared with the previous year-end, towards more people being vulnerable, moving from the just coping and managing categories. There is minimal change in the proportion of people 'thriving'.
 - Additional support is still being sought and provided to local people and businesses through various grants, although this is affected additional by burdens relating to central Government's initiatives. Household support grant is to continue for a further 12 months.
8. An overview will be provided at the Committee meeting, however, areas of particular relevance to this Committee are:

Challenges include

- Working to address the waiting times for assessments and care packages and reducing the number of people in residential care.
- Increases in demand for health and social care services while recruitment and retention issues continue to be a challenge across the Adult Social Care workforce both in house and through commissioned services.

- Residents within our diverse communities are faced with multiple challenges ranging from accessing health care, achieving in education, and obtaining good employment to crime and social inequalities.
- Health related measures often fluctuate, for reasons beyond local control e.g., pandemic, economy, and government policy.
- Physically Inactive Adults have increased. Evidence shows that people in more deprived areas are more likely to be inactive; In Gateshead there is a 10% difference in levels of activity between our most deprived and least deprived communities, with our least deprived being more physically active.

Areas of excellence and improvement include

- Implementation of the Health and Wellbeing Strategy - With oversight of the Health and Wellbeing Board, a multi-agency Health and Wellbeing Strategy Implementation Group was established in May 2022 to review the strategy and develop an approach and plan to implementation. Strategic mapping exercise has taken place and the views of staff on their knowledge, understanding, training and development needs in relation to the strategy have been gathered.
- Trainee models for social workers and occupational therapists were acknowledged by DHSC to be best practice models.
- Proactive approach to homelessness prevention beyond statutory requirement. Excellent partnership working established linked to homeless pathway for offenders and ex-offenders; delivery of private rented sector funded project for ex offender, and prevention pathways for hospital discharge and mental health.
- Bids successful for various grant funding opportunities, and funding allocated to Home Group to improve response for victims of domestic abuse.
- The partnership which comprises the Council, a national organisation called Locality and 5 local charitable organisations has received a positive response to the first of 3 annual monitoring reports from its funders - the Council & National Lottery Community Fund.

Actions include

- Work to deliver the Health and Well-Being strategy outcomes has commenced. This had 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 complex, multi-factor challenges require action across a range of organisations at different levels, by working with partners and stakeholders in collaboration across Gateshead.
- ASC are exploring a review of our assessment pathways, and preparing for CQC inspection.
- Funded via the Household Support Fund, a review is underway with community partners, about how warm spaces has worked and how it can be maintained or improved.
- Locality Working continuing to develop, supporting early intervention with longer term goal of improving life chances and reducing dependence on council services.

- New Mosaic Social Care System being developed for Adult Social Care and now due to be live in 2023/24. This will help to streamline processes and payments improving the service to social care users and carers.
- Continue to take forward Technology Enabled Care using digital solutions to promote independence and support health and wellbeing.

Further development

9. A review of measures is being undertaken to understand where changes may be needed to ensure the PMIF remains robust, particularly where data is still not available for reporting.
10. Following a request in June 2022 for additional support in relation to the Performance Management and Improvement Framework, the Commercialisation and Improvement team are working with the Workforce Development team on a focussed training session for councillors. A training brief has been drafted and is being shared at the next meeting of the Councillor Support and Development Group (date TBA) for their contribution. It is intended that this training opportunity will be delivered in late-September.
11. Work is ongoing to improve the presentation of performance information and analysis, particularly as we gather a catalogue of data over time through the performance reporting phases.
12. It is important the PMIF is flexible and able to evolve to ensure it remains relevant.

Recommendations

13. Care, Health & Wellbeing Overview and Scrutiny Committee is recommended to:
 - Comment on the Year End performance report at Appendix 1 and identify any areas for further scrutiny
 - Recommend the performance report to Cabinet for consideration on 18 July 2023.

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