

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 & 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 12 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

- Cost of living crisis continues to have significant impact on council tenants' ability to thrive and sustain tenancies. High energy bills adding to ongoing challenge.
- The housing register is growing and there are more applicants with urgent housing need (who are often waiting longer to have a successful bid in the choice-based lettings scheme) Properties for larger households rarely become available.
- The repairs service is tackling the number of empty homes undergoing repair, which will increase the number available to let. More adverts will be targeted at applicants in housing need.
- The Tyne & Wear lettings scheme was disbanded at the end of 2022, and a new lettings policy and lettings system will come into force from May 2023. Registered Providers are being asked to be more involved in meeting housing needs as part of the new arrangements.
- Construction Service have increased the number of voids undergoing works, increased reports from customers and involvement from the regulator around damp and mould,

cleansing of data ongoing, and we are making sweeping changes to improve the level of customer service provided.

Areas of excellence and achievements include

- Delivery of low carbon a renewable heat and energy, recognised through receiving an Investors in the Environment Award for greatest carbon reduction in 2022.
- Improved carbon monitoring mechanisms including commencing monitoring of scope 3 carbon emissions. Continuing to embed carbon and climate change throughout Council activity and decision making, which has been recognised though being a finalist in the MJ Awards 2023 in Leadership in climate action. Collaboration with the region through Net Zero North East England.
- A new mine water heat pump - the UKs largest - was added to Gateshead District Energy Scheme, providing renewable heat to the network for the first time. The Council also installed 4MW of urban solar PV parks and added four more buildings to the energy network.
- 25% of Council electricity demand is now from local generation.
- Assistance to tenants in response to rising energy bills, working in partnership with agencies such as 2 Way Tenancy Solutions
- Continued decant of Redheugh, Eslington & Warwick Court to enable site assembly for future new housing.
- Completion of Astell House, Felling, providing 12 self-contained apartments for women with supported housing needs; while the commencement of the development at the former Dunston Hill school site, will result in the provision of 36 affordable homes. Continued completion of homes at the Whitley Court site, including 8 for shared ownership, all of which have now been reserved. Progression of procurement to enable development on both the former Shadon House, Birtley and some garage sites in the Borough.
- Completion of the in-house development at the former Lyndhurst site in Low Fell, providing 36 new homes including 6 for affordable rent.
- Construction service have listened carefully to what our tenants had to say about their experiences in engaging with our repairs and maintenance service, and we are investing heavily in improving the service to meet their expectations:
 - *New ICT systems implemented into the Voids section to assist with better management of operative's time, allowing for higher property turn over*
 - *New damp and mould process and improving the online forms for reporting damp and mould to assist with diagnosing repair issues at first point of contact.*
 - *Continued management and reduction of the current works in progress.*
 - *Redevelopment of the online repairs reporting system almost at completion, providing better diagnostics of repairs and an improved experience for the customer.*
 - *Large decrease in backlog repairs outstanding.*
 - *Rolling out the installation of Positive Intake Ventilation Units to homes across Gateshead to assist with the reduction of damp and mould.*

Actions include

- Continue to make climate change improvements through the Investors in the Environment auditing. Work with schools to develop school climate action plans, develop ward level action plans
- Sites lined up for planting this coming winter with councillor consultation to establish these areas. Further public consultations on design plans will take place over the coming months. Additional sites are being surveyed for potential tree planting in winter 2023-24 or 2024-25.
- Provision of advice and support and referrals for tenants struggling to pay bills.
- Construction Service will continue to develop ICT systems to create a better experience for customers and a right first-time service and are in the process of implementing late evening appointments. The service will continue to recruit and appoint to the remaining vacancies, and are investing in comprehensive ongoing staff training, with a focus on performance management.
- Migration of applicant data from existing standalone lettings IT system to an existing integrated housing management system.

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. Housing, Environment and Healthy Communities 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.

Contact: Lindsay Murray

Ext: 2794