

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

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

Purpose of the report

1. This report sets out the year-end 2022/23 assessment of performance against the Council's 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 20th April and agreed by Council on 27th 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.

Year-End Reports

3. Analysis of performance has been undertaken 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. High level analysis of performance highlighted several cross-cutting key issues which are set out in Appendix 1.
4. The 2022/23 year-end 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 Corporate Management Team, these have been informed by services.
5. Each of the Council's Overview and Scrutiny Committees considered the year-end performance report in its entirety and received a 'deep dive' presentation 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, in preparation for the 6-month performance cycle which will commence in October 2023. 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 year-end 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) Notes the ongoing development work being undertaken at paragraphs 9-11 of Appendix 1.

For the following reason:

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

CONTACT: Lindsay Murray - Extension 2794

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. The PMIF was agreed by Cabinet (20 April 2021) and Council (27 May 2021) and 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 2022/23 performance to members, as well as working with services to ensure measures remain meaningful.

Year-End Performance Reports 2022/23

6. The analysis of performance for the year-end 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:
 - 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. Each Overview and Scrutiny Committee considered the year-end 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

- 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 raised several issues and discussion points including:
 - The comparative pay framework to see if we are on same wavelength as our competitors
 - Whether employee passports included provision for caring responsibility
 - Apprenticeship levy
 - 360 appraisals and the benefits of that approach with appraisal and development
 - IT Infrastructure of the Civic Centre including committee room loop and microphone systems
 - Presenting absence data at service level
 - Health and Safety near miss data
 - Leaver's data required presented both as a percentage as well as a total figure; and
 - PMIF performance reports require further development on the presentation to include additional data.

Care, Health & Wellbeing OSC

- Members received an overview of performance and a presentation on ASCOF data and specifically on waiting times.
- Members commented that:
 - The landscape suggested that the urgency of last winter had, to a degree, abated. Discharge to Assess, which provided an update on the ongoing issues surrounding hospital discharge and residential care numbers
 - Whether Deprivation of Liberty Standards (DoLS) is currently looked at around extra care in people's own homes

- Quality assurance risk assessments undertaken for DoLS and whether they were done for domiciliary commissioning
- Whether there is an ISL (Independent Supported Living) being developed that is culturally appropriate for the Jewish Community; and
- The exploration of direct payments to providers from within the Jewish community itself to support care.

Families OSC

- Members received a presentation from Andrea Houlahan, Deputy Strategic Director for Children's Social Care and Early Help, on the recent Special Educational Needs and Disability (SEND) multi-agency audits.
- Members asked for further information or clarity on:
 - The criteria and processes of selecting which individuals will be included within audits
 - How we ensure that children with SEND requirements are provided with the same standard of support within schools that are entirely independent i.e., the Jewish Community
 - Further information on SEND waiting lists, broken down by the type of support required
 - How decisions are made with regards to Deprivation of Liberty orders; and
 - Whether the Councils budget has increased to reflect the increase in the number of children looked after by the local authority.

Housing, Environment & Healthier Communities OSC

- Members received a presentation from Alison Smith, Human Resources & Workforce Development Manager, on the corporate position around apprenticeships and learning skills.
- Members discussions focussed on apprenticeships with additional information sought around:
 - Requirements and levels needed by apprenticeship applicants around Maths and English
 - Central government set apprenticeships standards as a framework and guidance to follow
 - Pre-apprenticeship programmes as a practical solution to get potential apprentices to be able to move closer to the requirements for commencing an apprenticeship
 - The context as to whether any data showed hybrid working as impacting on apprenticeships - receiving feedback that no data supported this as a reason for a fall in apprenticeship numbers, which are already above national local government levels; and
 - Possible future apprenticeships for young people with SEND and what level would they have to come in and when will it start. Current indications suggested this was a long-term aim over the next three to five years.

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.

10. A review of the presentation of performance reports will be undertaken in preparation for the next reporting cycle, following a request at Corporate Resources OSC. It is proposed that the PMIF performance reports contain, as a minimum, the baseline, previous, and latest data.
11. An online/digital format is also under consideration with a pilot approach in its development phase. 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 (LloN) but will provide performance data at different levels from strategic to operational in an accessible way.

Alternative Options

12. 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

13. All Overview and Scrutiny Committees have considered the year-end 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

14. 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.

15. **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.

16. **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.
17. **Crime and Disorder Implications** –There are no crime and disorder implications arising directly from this report.
18. **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.
19. **Climate Emergency and Sustainability Implications** – There are no climate emergency 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
20. **Human Rights Implications** – There are no human rights implications arising directly from this report
21. **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.