

TITLE OF REPORT: Performance Management and Improvement Framework 6-Month Performance Report 2023/24

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

SUMMARY

This report provides the Committee with the Council's new Performance Management & Improvement Framework, reporting performance on the delivery of Council priorities for the period 1 April 2023 to 30 September 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 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, with further updates to several measures agreed by Cabinet in subsequent reporting cycles. The reporting of 2022/23 performance was considered by Overview and Scrutiny Committees in June and agreed by Cabinet in July 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, and the Council's approach to resource allocation and budget setting.
 - A whole systems approach – embedded in our partnership working to deliver the Health and Wellbeing Strategy.

6-month reports

4. The analysis of performance for 1 April 2023 to 30 September 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 relevance to this Committee are highlighted in this report, however, the entire Performance Management & Improvement Framework is provided to enable members to see the full picture of performance across all priority areas at Appendix

1. Please note that the current version attached at Appendix 1 is a draft, as the performance data and analysis is regularly being updated due to the iterative nature of the framework.

5. The performance 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.

6. Some data is not available at 6-month stage. Indicators are released throughout the year, some annually which do not coincide with this reporting cycle. Where provisional data is available this has been provided. The report sets out the current performance for the strategic and operational measures, where data is available, at the 6-month stage.

7. Cross-cutting key emerging areas already being highlighted are:
 - Budget pressures continue to provide a significant challenge.
 - Continuing demand pressures being faced by services, which are compounded by the ongoing recruitment and retention issues.
 - The cost-of-living and high interest rates are impacting the financial challenges facing many residents.
 - The economic climate continues to make things difficult for many businesses in the borough.

8. An overview will be provided at the Committee meeting, however, other key areas to highlight include:

Challenges include:

 - The percentage of people receiving direct payments for social care in comparison to commissioned services (18.1%) is below the national average (24%). Further work is needed to increase accessibility and availability of direct payments to meet national averages.
 - Those awaiting a care act assessment or reassessment although high, are routinely risked assessed for complexity of needs. Options are being explored to find both a short-term solution to reduce waiting list numbers but also consider the long-term resolution to avoid a build-up of waiting lists in future.
 - There remains a lack of suitable specialist accommodation for people with complex care needs.
 - Those with learning disability supported into suitable paid employment was 5.3%. This is down from this time in the previous year when the figure was 7.6 %.
 - Recruitment and retention issues continue to be a challenge across the Adult Social Care workforce.
 - A large number of Adult Safeguarding Concerns are being referred into ASC, of which 46.4% do not meet the criteria for Safeguarding Duty to apply.

Areas of excellence and improvement include:

- Trainee models for Social Work and Occupational Therapy has brought in new recruits to our assessment teams and work for the service whilst undertaking a degree apprenticeship. This has helped with recruitment and capacity issues whilst growing our professionally registered workforce for the future. Our Trainee models have been recognised as national best practice by DHSC.
- The development of the Dementia Care specific apartments at Watergate Court has been recognised in the Nursing & Residential Care Journal.
- The work the Council sponsors on Digital Inclusion has been nominated for a Dynamo NorthEast tech sector award.
- All of the Councils in-house care services continue to be recognised as Outstanding or Good by the Care Quality Commission.
- With the addition of additional investment in Substance Misuse Services to support the 10-year drug strategy, developments continue to add capacity, diversity, and quality to the drug and alcohol treatment system in order to improve outcomes for those experiencing difficulties with substances in Gateshead.
- Public Health continues to work collaboratively with the NHS and wider partners on a comprehensive multi-strand approach to reducing smoking prevalence, working towards our aim of achieving an adult smoking prevalence of 5% by 2030.

Actions include:

- Funding has been ringfenced for a direct payment support service – a project between finance and social care has started to implement a direct payment support service which will aim to increase the number of people accessing direct payments.
- An LGA Peer review has been scheduled to provide a robust and effective improvement tool which will seek to help the Council deliver good support to local people and assist with preparation for a CQC Inspection.
- National Development Team for Inclusion (NDTi) development programme to commence which will include development support, research, change, leadership development and evaluation.
- Sister Winifred Laver Promoting Independence Centre to open which enhance our reablement service.
- A service restructure and creation of new heads of function will provide a greater support to manage and implement strategic change and policies.
- Relaunch of the Voiceworks programme will address the reduction in people with a learning disability supported into paid employment.

Further development

9. Measures are being continuously reviewed to understand where changes may be needed to ensure the PMIF remains robust and relevant. The development of the Corporate Plan may influence and inform future priorities of the Council which would then inform the performance content of the framework. It is important the PMIF is flexible and able to evolve to ensure it

remains relevant. Work continues to develop the framework further to ensure it is best placed to enable the Council to understand its performance against priorities.

Office of Local Government

10. In July 2023, the Government announced the establishment of a new government function, Office for Local Government (Oflog). The aim of this is to improve transparency and accountability. Oflog will be a new performance body for local government. Its aim is to provide authoritative and accessible data and analysis about the performance of local government and support its improvement.
11. There is a new online tool called Local Authority Data Explorer which brings together a selection of existing metrics across a subset of service areas for data that is available at different levels of local government. Oflog plan to add further service areas and expand existing areas, as the metrics are developed.
12. The initial metrics in July 2023 looked at by Oflog are in the areas of:
 - Adult Social Care;
 - Adult Skills;
 - Finance; and
 - Waste Management.
13. Future areas identified in November 2023. include:
 - Mayoral Combined Authorities (covering Business and Economic Growth, and Roads)
 - Waste Management (Fly-tipping);
 - Corporate & Finance;
 - Children's Social Care;
 - Homelessness and Rough Sleeping;
 - Public Health;
 - Youth Justice & Accommodation; and
 - Planning.
14. The Commercialisation and Improvement Team are continuing to monitor and discuss the development and expansion of metrics, as further information is released, and this will be incorporated into the ongoing development and evolution of the PMIF.

Digital

15. An online/digital format is currently in development. This will aim to cluster measures around key priority areas and allow users to filter performance information dependent on their area of interest, as well as presenting a visual representation of the performance data to be used alongside the analysis. This is a complex task and involves the Council's Digital Team but will aim to provide performance data at different levels from strategic to operational in an easily accessible way.

Recommendations

16. Care Health and Wellbeing Overview and Scrutiny Committee is recommended to:

- Comment on the 6-month report at Appendix 1 and identify any areas for further scrutiny.
- Recommend the performance report to Cabinet for consideration in January 2024.

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