

**TITLE OF REPORT: Performance Management and Improvement Framework Year-End  
Performance Report 2023/24**

**REPORT OF: Dale Owens, Chief Executive**

---

## **SUMMARY**

This report provides the Committee with the Council's new Performance Management and Improvement Framework, reporting performance on the delivery of Council priorities for the period 1 April 2023 to 31 March 2024. It also provides an overview of performance relevant to the role and remit of this committee.

---

### **Purpose of the Performance Management and Improvement Framework**

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).
  - 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.

### **Year-end reports**

4. The analysis of performance for 1 April 2023 to 31 March 2024, against each of the six 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 PMIF 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 this 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 year-end stage.
7. Cross-cutting key areas already being highlighted are:
  - Budget pressures continue to provide a significant challenge across the Council.
  - Continuing demand pressures being faced by services with increased complexity and conflicting priorities in many areas.
  - There are ongoing issues with recruitment and retention across all areas.
  - Many services across the Council are working closely with key partners and local communities to deliver support to residents in need.
  - The cost-of-living and high interest rates are continuing to impact the financial challenges already facing some residents.
  - The economic climate continues to make things difficult for many businesses in the borough, as well as the global economic and political uncertainty impacting level of business investment.
  - Many services are actively engaging with customers to improve their offer and/or customer experience.
8. An overview will be provided in the analysis section by Services in Appendix 1, however, a selection of key points to highlight include:

*Challenges:*

- Lack of accommodation options and support for those who are homeless or at risk of homelessness including direct access into appropriate emergency and crisis accommodation.
- Increased length of time people are in emergency B&B placements and dispersed Temporary Accommodation due to system pressures with a significant overspend on B&B budget.
- The number of people awaiting a care act assessment or reassessment is still high but are routinely risked assessed for complexity of needs and ensure people are “Waiting well” by providing interim support where possible.
- The permanent admissions to residential and nursing care have reduced due to supporting more people to remain at home. However, our admissions remain above regional and national averages.

- There remains a lack of suitable specialist accommodation for people with complex care needs and behaviour which challenges.

*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 trainee Occupational Therapy apprenticeship model commenced in September 2023 and has helped deliver a 42% reduction in the OT waiting list.
- Before the opening of Watergate Court in April 2022, the Council supported 223 people in seven extra care housing settings. By December 2023, this had increased to 291. Watergate Court is reflective of our intention to support people living with dementia in appropriate environments, whilst maintaining independence.
- All CQC regulated in-house services are currently rated good or outstanding. A number of projects are underway or planned to consider the expansion and redesign of in-house services to meet need and improve value / market sustainability.
- Single homelessness accommodation programme (SHAP) successful funding bids to deliver new supported housing schemes for over 25s- and 18–25-year-olds during 2025.

*Actions include:*

- Actively promoted direct payments through accessible online information and staff training, with a commitment to set up a direct payment support service to increase the use of direct payments. The Service is exploring alternatives to direct payments, such as individual service funds, and to promote the use of direct payments as a means of sourcing creative solutions to meet eligible care needs.
- We have partnered with the National Development Team for Inclusion's (NDTi) Community Led Support network as part of a 3-year change programme to support the implementation of Community Led Support across Gateshead.
- A new adult social care system (Mosaic) has been implemented in January 2024, and provides a robust and comprehensive case management system with workflow designed for Gateshead's way of working and incorporating strength-based practice.
- Adult Social Care has undergone an LGA Peer Review to help its preparation for CQC Inspection.
- Implementation of action plan resulting from Temporary Accommodation review during 24/25.

## **Review of framework**

9. Over the coming twelve-month period the current Performance Management and Improvement Framework will undergo a review to ensure that the information provided by the framework continues to add value to decision making process and reflects advancements in technology and the introduction of the Office for Local Government.

## **Recommendations**

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

- Comment on the year-end report at Appendix 1 and identify any areas for further scrutiny.
- Recommend the performance report to Cabinet for consideration in July 2024.

**Contact: Iain Burns**

**Ext: 2184**