



Introduction

During 2023 a fundamental revision and refresh of the council's performance management framework has taken place to align with development of a new council plan and strategic outcomes.

Acting a companion to the Council Plan, the Performance Framework provides the structure and approach for how Sheffield City Council will provide effective performance management against delivery of the Council Plan outcomes, our contribution to the City Goals, major programmes of work, and areas identified for improvement.

The Performance Framework sets out how performance measures, risk management and budget monitoring are aligned to present a comprehensive picture of the Council's overall performance in terms of council plan outcomes, service delivery and fiscal management.

We will report our progress and performance publicly, in line with our commitment to openness, transparency, and accountability. Initially this will be through traditional reports to Strategy and Resources Policy Committee, over time we will make more performance information available online with a greater degree of interactivity.

The framework sets out the 'golden thread' of how strategic priorities are reflected in the objectives of the senior leaders and managers and cascaded into service delivery, team, and personal development plans. At all levels this will help us use the framework to focus the right operational action and change activity on positive improvement of measures of our performance as a council.

The performance framework is made up of three key elements that will be fully implemented during 23/34:

- Outcomes Framework: The measures and targets that show the evidence of our improvements and progress.
- Performance Governance: The oversight, assurance, and management mechanisms that allow continued control and grip of performance at corporate, directorate and service level.
- Performance Reporting: To support our ambition for performance management, there is a need for a strong reporting infrastructure which delivers a single source of the truth.

Outcomes Framework

The foundation of the performance framework will be our outcomes framework. Consisting of a broad range of performance measures that provide the evidence that we are making progress against the commitments in the council plan and our fulfilling our statutory duties.

Moving to a multi-year plan means we have broader range of measures that reflect the wider ambitions in the plan. Each directorate will have a comprehensive set of measures that will be used manage performance at directorate level.

To provide a direct link to the council plan outcomes, we will choose several measures for each of the five outcomes that will function as the proxies for determining progress against the priorities in the Council Plan. These corporate level measures will sustain for the 4+ years of the plan and help show distanced traveled against our priorities.

Directorates will contribute measures across a range of outcomes where appropriate, recognising the contribution from all services in achieving our priorities and strengthening the golden thread approach.

In line with best practice, our measures will be evaluated against a quality framework to ensure that they provide transparency and accountability in the tracking of progress, with our council level measures having the highest levels of quality.

Our measures are assessed against:

- Relevance - Measures aligned to the overall Council Plan outcomes and priorities.
- Level of Control - Make the biggest impact with our improvement activity and resources for metrics within our control to change.
- Achievability - Through realistic setting of targets and use of progressive, multi-year targets
- Comparability - The council's performance measures put in context, benchmarked, and compared within Sheffield and with other local authorities and national frameworks.

Completing development of the Outcomes Framework is tied the finalisation of the Council Plan it supports. Collaborating with the Council Plan development team, performance officers will prepare an outcomes framework to support monitoring of performance against the council plan. To be tabled at S&R committee for approval in 2024.

Performance Governance

To enable regular review, control and grip of performance, the framework lays out how we build on existing governance arrangements to achieve a consistent structure that supports the golden thread across the organisation.

Performance clinics will operate on a regular frequency at directorate and service level, this will not be a one size fits all approach, recognising the differences in directorate make up and range of responsibilities. Directors and Heads of Service taking ownership of how their performance contributes to the Council Plan, hosting regular clinics to review performance against the relevant measures in the outcome's framework.

Performance review and management is part of the day-to-day job at all levels across the golden thread, for example Service performance meetings feeding up to Directorate outcomes clinics. Performance governance forums provide a hub of regular performance review, control, and grip. The intention is to manage and resolve performance issues at the lowest level where possible e.g., Directorate boards receiving escalation from service and resolving issues.

Where performance issues cannot be resolved at Directorate level, we will use the most senior forum in our governance structure, the Performance & Delivery board to unlock resources, unblock barriers, and assure that actions will address the performance challenges escalated to it.

Our behaviors at all levels will foster a performance culture based on the principles of:

- Openness and objectivity around performance conversations with a focus on objective improvement rather than judgement or blame
- Creating an empowerment and psychological safety to own performance issues and ask for help when needed.
- Performance management and early intervention are viewed as an enabler to positive change and impact.
- Honest reflection of data insights, why and what is needed for improvement.

In terms of the measures linked to the Council Plan, the Performance & Delivery board are accountable owners of corporate level performance and acts as a collective in supporting Council performance - providing constructive challenge, solving problems, making decisions, and driving improvement action.

Committees will continue to receive performance information drawn from Directorate and services level measures appropriate to the committee, to ensure one version of the truth.

Performance Reporting

To fully enable the Outcomes Framework and Performance Governance will require performance information to be available to support corporate, directorate and service level performance management.

This will be achieved a by suite on dashboards that bring together the key metrics, building on the work done to provide performance management for the metrics covered in our 22/23 delivery plan. In line with our ambitions for broader set of metrics, the reporting suite will be more comprehensive in response.

Common to all dashboards will be universal measures the complement specific delivery measures and breakdown from corporate to team level, these will include information about workforce and finance. This will allow a balanced score card view that ideally will show that the area is performing well against its quantitative and qualitative targets, has the right level of resourcing and is within budget. This will also pinpoint where internal factors like the workforce resources are the root cause of a performance issues we can influence for example through recruitment.

These dashboards will be available as performance management resource internally, we have researched examples of best practice from the Local Government Association where interactive dashboards are available to the public, to show progress linked the Codicil plan in

an open and transparent way. This will be an ambition to achieve fully during the time frame of the council plan.

Next Steps

Performance officers prepare a new Outcomes Framework to support monitoring of performance against the draft Council Plan and provide the wider measures in the Performance Framework. To be presented this to S&R Committee in early 2024 along with the finalised version of the of the council plan covered in this overview framework, informed by the agreement of the Council Plan.

To underpin the above, performance officers will work with Directorates to finalise measures at Directorate, committee, and service level.

Officers will continue to work to fully embed the governance framework described to support performance management and oversight.

Officers will begin planning for the information and technology infrastructure to support performance reporting ambitions.