

## Performance Measures

Reference	Measure	Portfolio	Service	Report Section	Reporting Frequency
SCC 0054	Rate of first time entrants aged 10-17 into the criminal justice system	People	Children and Families	Communities & Neighbourhoods	Financial quarters
SCC 0201	Number of visits per 1000 head of population to SCC funded sporting venues and activities	Operational Services	Parks, Leisure and Libraries	Communities & Neighbourhoods	Financial quarters
SCC 0233	No. of homes acquired or built for Council Housing	City Futures	Economic Development and Culture	Communities & Neighbourhoods	Financial quarters
SCC 0298	Repairs and maintenance backlog	Operational Services	Direct Services	Communities & Neighbourhoods	Monthly
SCC 0380	% of council homes below EPC level "C" at end of period	Operational Services	Housing Services	Communities & Neighbourhoods	Monthly
SCC 0381	No of people living in private rented homes made safer by the removal of Category 1 hazards, high scoring Category 2 and statutory nuisances	Operational Services	Housing Services	Communities & Neighbourhoods	Monthly
SCC 0382	Percentage of SCC fire risk assessments completed in target time	Operational Services	Housing Services	Communities & Neighbourhoods	Monthly
SCC 0383	Number of Cat 1 / high Cat 2 issues relating to fire safety that have been resolved	Operational Services	Housing Services	Communities & Neighbourhoods	Monthly
SCC 0384	Estimated number of rough sleepers in the city	Operational Services	Housing Services	Communities & Neighbourhoods	Monthly
SCC 0385	% of public open space sites in Sheffield managed to meet the Sheffield Standard	Operational Services	Parks, Leisure and Libraries	Communities & Neighbourhoods	Monthly
SCC 0430	Number of homelessness presentations	Operational Services	Housing Services	Communities & Neighbourhoods	Monthly
SCC 0431	Number of successful homelessness prevention outcomes	Operational Services	Housing Services	Communities & Neighbourhoods	Monthly
SCC 0432	Number of successful homelessness relief outcomes	Operational Services	Housing Services	Communities & Neighbourhoods	Monthly
SCC 0433	Number of homelessness acceptances	Operational Services	Housing Services	Communities & Neighbourhoods	Monthly
SCC 0434	Number of households in temporary accommodation	Operational Services	Housing Services	Communities & Neighbourhoods	Monthly
SCC 0435	Number of households in bed and breakfast accommodation	Operational Services	Housing Services	Communities & Neighbourhoods	Monthly
SCC 0436	Proportion of repairs completed on time	Operational Services	Direct Services	Communities & Neighbourhoods	Monthly
SCC 0437	Average tenant satisfaction with overall Repairs and Maintenance Service	Operational Services	Direct Services	Communities & Neighbourhoods	Financial quarters

SCC 0438	Average tenant score: How easy did you find it to report your repair?	Operational Services	Direct Services	Communities & Neighbourhoods	Financial quarters
SCC 0439	Anti-social behaviour reports per 100,000 population	People	Communities	Communities & Neighbourhoods	Monthly
SCC 0440	Theft offences (excluding shoplifting) per 1,000 population	People	Communities	Communities & Neighbourhoods	Monthly
SCC 0441	Number of fly-posting clearances (Streets Ahead)	Operational Services	Street Scene and Regulations	Communities & Neighbourhoods	Monthly
SCC 0442	Number of graffiti clearances (Streets Ahead)	Operational Services	Street Scene and Regulations	Communities & Neighbourhoods	Monthly
SCC 0443	Number of fly-tipping incidents	Operational Services	Street Scene and Regulations	Communities & Neighbourhoods	Monthly
SCC 0445	Trees planted by Parks and Countryside Service	Operational Services	Parks, Leisure and Libraries	Communities & Neighbourhoods	Financial quarters
SCC 0446	Average tenant satisfaction that shared staircases, landings and areas around homes are kept clean	Operational Services	Housing Services	Communities & Neighbourhoods	Financial quarters
SCC 0006	Median number of days to determine whether a person requires ongoing Adult Social Care support	People	Adult Health and Social Care	Education, Health & Care	Monthly
SCC 0007	Median number of days to put in place ongoing Adult Social Care support once it has been determined that the person needs it	People	Adult Health and Social Care	Education, Health & Care	Monthly
SCC 0008	% of people who have had an annual Conversation reviewing longer-term Adult Social Care support	People	Adult Health and Social Care	Education, Health & Care	Monthly
SCC 0017	Long-term support needs of adults aged 65+ met by admission to residential / nursing care homes, per 100,000 population (ASCOF 2Aii)	People	Adult Health and Social Care	Education, Health & Care	Monthly
SCC 0018	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into re-ablement/ rehabilitation services (ASCOF 2B)	People	Adult Health and Social Care	Education, Health & Care	Financial quarters
SCC 0075	Number of Children Looked After	People	Children and Families	Education, Health & Care	Monthly
SCC 0152	Percentage of newly-made EHC plans issued completed within 20 weeks	People	Education and Skills	Education, Health & Care	Monthly
SCC 0390	Percentage of 2 year old children benefitting from funded early learning	People	Education and Skills	Education, Health & Care	Monthly
SCC 0391	Percentage of 3 and 4 year old children benefitting from some free early learning	People	Education and Skills	Education, Health & Care	Monthly
SCC 0394	Number of children's social worker vacancies	People	Children and Families	Education, Health & Care	Monthly
SCC 0395	Children's Social Care: proportion of assessments completed within timescale	People	Children and Families	Education, Health & Care	Monthly
SCC 0396	% of children currently subject to Child Protection Plan with up to date visits	People	Children and Families	Education, Health & Care	Monthly

SCC 0398	Number of children subject to a Child Protection Plan	People	Children and Families	Education, Health & Care	Monthly
SCC 0399	Number of Children In Need	People	Children and Families	Education, Health & Care	Monthly
SCC 0400	Number of referrals to children's social care	People	Children and Families	Education, Health & Care	Monthly
SCC 0402	ASC social worker vacancies	People	Adult Health and Social Care	Education, Health & Care	Monthly
SCC 0403	% of s42 enquiries completed in 28 days	People	Adult Health and Social Care	Education, Health & Care	Monthly
SCC 0447	Proportion of 16-17 year olds not in education, employment or training or whose status is unknown	People	Education and Skills	Education, Health & Care	Monthly
SCC 0448	Proportion of 16-17 year olds taking up apprenticeships	People	Education and Skills	Education, Health & Care	Monthly
SCC 0449	Estimated proportion of 15 year old pupils from state-funded schools entering higher education by age 19	People	Education and Skills	Education, Health & Care	Financial years
SCC 0450	Pupils reaching the expected standards in reading at Key Stage 1	People	Education and Skills	Education, Health & Care	Academic years
SCC 0451	Pupils reaching the expected standards in writing at Key Stage 1	People	Education and Skills	Education, Health & Care	Academic years
SCC 0452	Pupils reaching the expected standards in maths at Key Stage 1	People	Education and Skills	Education, Health & Care	Academic years
SCC 0453	Pupils reaching the expected standards in reading, writing and maths at Key Stage 2	People	Education and Skills	Education, Health & Care	Academic years
SCC 0454	Pupils achieving a 9-5 pass in English and maths at Key Stage 4	People	Education and Skills	Education, Health & Care	Academic years
SCC 0455	Children's Social Care: average social worker caseload	People	Children and Families	Education, Health & Care	Monthly
SCC 0456	Percentage of care leavers aged under 21 years old who are in education, employment or training	People	Education and Skills	Education, Health & Care	Monthly
SCC 0457	Proportion of young people aged 16-25 with Education, Health and Care Plans who are not in education, employment or training or 'not known'	People	Education and Skills	Education, Health & Care	Financial quarters
SCC 0458	School attendance: proportion of sessions missed	People	Education and Skills	Education, Health & Care	Academic half terms
SCC 0459	Permanent exclusions, incidents per 100 pupils	People	Education and Skills	Education, Health & Care	Academic terms
SCC 0460	Fixed-term exclusions, incidents per 100 pupils	People	Education and Skills	Education, Health & Care	Academic terms
SCC 0461	Adult Health and Social Care: average social worker caseload	People	Adult Health and Social Care	Education, Health & Care	Monthly
SCC 0462	Total number of Adult Social Care service users	People	Adult Health and Social Care	Education, Health & Care	Monthly
SCC 0463	Average weekly cost of an Adult Social Care package	People	Adult Health and Social Care	Education, Health & Care	Monthly
SCC 0510	Total weekly cost of an Adult Social Care package	People	Adult Health and Social Care	Education, Health & Care	Monthly

SCC 0511	Delayed transfers of care	People	Adult Health and Social Care	Education, Health & Care	Monthly
SCC 0189	Air Quality Levels: a) PM10	City Futures	Investment, Climate Change and Planning	Climate Change, Economy & Development	Monthly
SCC 0190	Air Quality Levels: b)NO2	City Futures	Investment, Climate Change and Planning	Climate Change, Economy & Development	Monthly
SCC 0194	No. of businesses accessing 'growth support'	City Futures	Economic Development and Culture	Climate Change, Economy & Development	Monthly
SCC 0195	Number of people completing the Launchpad programme	City Futures	Economic Development and Culture	Climate Change, Economy & Development	Monthly
SCC 0197	New 'Jobs Postings' in Sheffield	City Futures	Economic Development and Culture	Climate Change, Economy & Development	Monthly
SCC 0202	Number of visits per 1000 head of population to SCC cultural funded venues	City Futures	Economic Development and Culture	Climate Change, Economy & Development	Financial quarters
SCC 0405	% of SCC vehicles that are Clean Air Zone compliant	Operational Services	Direct Services	Climate Change, Economy & Development	Financial quarters
SCC 0407	Recovery fund - number of projects supported	City Futures	Economic Development and Culture	Climate Change, Economy & Development	Financial quarters
SCC 0408	Recovery fund - % of budget spent	City Futures	Economic Development and Culture	Climate Change, Economy & Development	Financial quarters
SCC 0411	Number of businesses engaging with Business Sheffield	City Futures	Economic Development and Culture	Climate Change, Economy & Development	Monthly
SCC 0412	No. of businesses engaged with the Low Carbon Business Support project	City Futures	Economic Development and Culture	Climate Change, Economy & Development	Monthly
SCC 0413	Number of SMEs supported to recruit local talent	City Futures	Economic Development and Culture	Climate Change, Economy & Development	Monthly
SCC 0414	Proportion of buses operating in Sheffield that meet the Euro 6 standards	City Futures	Investment, Climate Change and Planning	Climate Change, Economy & Development	Financial quarters
SCC 0417	Number of Grants funded by ARG to the Culture/Arts sector	City Futures	Economic Development and Culture	Climate Change, Economy & Development	Financial quarters
SCC 0419	% adults with LD known to SCC in paid employment	People	Adult Health and Social Care	Climate Change, Economy & Development	Monthly
SCC 0420	Number of apprenticeship starts in Sheffield	People	Communities	Climate Change, Economy & Development	Financial years
SCC 0464	Estimated carbon dioxide emissions	City Futures	Investment, Climate Change and Planning	Climate Change, Economy & Development	Calendar years
SCC 0465	Modal Share Survey: Proportion of journeys made on foot or bicycle	City Futures	Investment, Climate Change and Planning	Climate Change, Economy & Development	Calendar years
SCC 0466	SCC buildings with an energy rating of "D" or above	Operational Services	Direct Services	Climate Change, Economy & Development	Calendar years

SCC 0467	Number of births of new enterprises	City Futures	Economic Development and Culture	Climate Change, Economy & Development	Calendar years
SCC 0468	Number of deaths of enterprises	City Futures	Economic Development and Culture	Climate Change, Economy & Development	Calendar years
SCC 0469	Unemployment rates for working age population	City Futures	Economic Development and Culture	Climate Change, Economy & Development	Financial quarters
SCC 0470	Hotel room occupancy rates	City Futures	Economic Development and Culture	Climate Change, Economy & Development	Monthly
SCC 0471	Public transport patronage: bus	City Futures	Investment, Climate Change and Planning	Climate Change, Economy & Development	Monthly
SCC 0472	Public transport patronage: tram	City Futures	Investment, Climate Change and Planning	Climate Change, Economy & Development	Monthly
SCC 0473	Public transport patronage: train	City Futures	Investment, Climate Change and Planning	Climate Change, Economy & Development	Monthly
SCC 0474	Claimant count as a proportion of the working age population	City Futures	Economic Development and Culture	Climate Change, Economy & Development	Monthly
SCC 0475	Job density: jobs per resident aged 16-64	City Futures	Economic Development and Culture	Climate Change, Economy & Development	Calendar years
SCC 0476	Gross Domestic Product per head	City Futures	Economic Development and Culture	Climate Change, Economy & Development	Calendar years
SCC 0477	Number of jobs in high Gross Value Added sectors	City Futures	Economic Development and Culture	Climate Change, Economy & Development	Calendar years
SCC 0478	Proportion of the working age population qualified to at least NVQ level 3	City Futures	Economic Development and Culture	Climate Change, Economy & Development	Calendar years
SCC 0479	Proportion of the working age population with no qualifications	City Futures	Economic Development and Culture	Climate Change, Economy & Development	Calendar years
SCC 0480	Proportion of employed people working in jobs at occupational levels 1-3 (SOC2010)	City Futures	Economic Development and Culture	Climate Change, Economy & Development	Financial quarters
SCC 0313	% of customers satisfied with Customer Services	Resources	Customer Services	Our Council	Monthly
SCC 0422	Proportion of performance measures that have completed metadata	Resources	Policy, Performance and Communications	Our Council	Monthly
SCC 0423	% problems resolved within three working days	Resources	Customer Services	Our Council	Monthly
SCC 0424	% cases where service improvement/remedies recorded	Resources	Customer Services	Our Council	Monthly
SCC 0482	Number of Household Support Fund grants paid out	Operational Services	Street Scene and Regulations	Our Council	Monthly
SCC 0483	Value of Household Support Fund grants paid out	Operational Services	Street Scene and Regulations	Our Council	Monthly
SCC 0484	Proportion of employees on senior grades who are BAME	Resources	Human Resources	Our Council	Monthly
SCC 0485	Median weekly wages, gross	City Futures	Economic Development and Culture	Our Council	Calendar years

SCC 0486	Claimant count as a proportion of the working age population, Sheffield City Region	City Futures	Economic Development and Culture	Our Council	Monthly
SCC 0487	Employment rates in Sheffield City Region, working age population	City Futures	Economic Development and Culture	Our Council	Financial quarters
SCC 0488	Proportion of measures in the corporate framework that are up to date	Resources	Policy, Performance and Communications	Our Council	Financial quarters
SCC 0489	Proportion of the workforce who have had a PDR in the past 12 months	Resources	Human Resources	Our Council	Monthly
SCC 0490	Contact Centre: Average call waiting time	Resources	Customer Services	Our Council	Monthly
SCC 0491	Distribution of employees with protected characteristics across grades, BAME	Resources	Human Resources	Our Council	Monthly
SCC 0492	Distribution of employees with protected characteristics across grades, carer status	Resources	Human Resources	Our Council	Monthly
SCC 0493	Distribution of employees with protected characteristics across grades, disability status	Resources	Human Resources	Our Council	Monthly
SCC 0494	Distribution of employees with protected characteristics across grades, gender	Resources	Human Resources	Our Council	Monthly
SCC 0495	Distribution of employees with protected characteristics across grades, sexual orientation	Resources	Human Resources	Our Council	Monthly
SCC 0496	Cumulative net change in employees since April 2019, by ethnicity	Resources	Human Resources	Our Council	Monthly
SCC 0497	Cumulative net change in employees since April 2019, by caring status	Resources	Human Resources	Our Council	Monthly
SCC 0498	Cumulative net change in employees since April 2019, by disability status	Resources	Human Resources	Our Council	Monthly
SCC 0499	Cumulative net change in employees since April 2019, by sexual orientation	Resources	Human Resources	Our Council	Monthly
SCC 0509	Total complaints received	Resources	Customer Services	Our Council	Monthly
SCC 0512	Contact Centre: proportion of calls answered (all services)	Resources	Customer Services	Our Council	Monthly
SCC 0500	Loss of working time due to sickness	Resources	Human Resources	Workforce	Monthly
SCC 0501	Proportion of return to work interviews carried out	Resources	Human Resources	Workforce	Monthly
SCC 0502	Amount spent on agency staff	Resources	Human Resources	Workforce	Monthly
SCC 0503	Number of agency staff employed	Resources	Human Resources	Workforce	Monthly
SCC 0504	Proportion of staff who have completed all of the required learning modules	Resources	Human Resources	Workforce	Monthly
SCC 0505	Proportion of staff who have completed all of the Equality, Diversity and Inclusion learning modules	Resources	Human Resources	Workforce	Monthly
SCC 0506	Proportion of managers who have completed all of the required learning modules	Resources	Human Resources	Workforce	Monthly

SCC 0507	Proportion of managers who have completed all of the Equality, Diversity and Inclusion learning modules	Resources	Human Resources	Workforce	Monthly
SCC 0508	Number of health and safety incidents	Resources	Human Resources	Workforce	Monthly

## Action and Progress Commitments

Theme	Commitment ID	Statement	Commitment
Climate Change, Economy & Development	CL1.1	Carbon emissions	We will set out a 10-point plan by Autumn 2021 to tackle the climate emergency in Sheffield and work with people, partners and businesses to develop and deliver the actions needed to deliver the 10-point plan
Climate Change, Economy & Development	CL1.2	Carbon emissions	Take some practical steps to address the climate emergency, retrofitting homes, promoting low carbon transport systems such as cycling and walking, decarbonising SCC buildings and supporting businesses to invest in low carbon.
Climate Change, Economy & Development	CL1.3	Carbon emissions	Assess every key decision we make for its impact on climate change.
Climate Change, Economy & Development	CL2.1	Local centres and high streets	We will support the recovery of our local high streets and district centres with a £2m investment fund, the Summer in the Outdoor City programme and support the development of the £25m Stocksbridge Towns Fund proposals.
Climate Change, Economy & Development	CL2.2	Local centres and high streets	We will have a coherent plan for the future of the city centre by the end of the year, talking to people and businesses about their aspirations and ideas to inform our plans.
Climate Change, Economy & Development	CL3.1	Business recovery	We will work with businesses to deliver the Business Recovery Plan
Climate Change, Economy & Development	CL3.2	Business recovery	Provide the advice and support that Sheffield businesses need to recover, increase productivity and grow.
Climate Change, Economy & Development	CL3.3	Business recovery	Support more people to start new businesses in Sheffield
Climate Change, Economy & Development	CL3.4	Business recovery	Continue to support the development of the Advanced Manufacturing Innovation District
Climate Change, Economy & Development	CL3.5	Business recovery	Encourage businesses to share innovation and knowledge to address sustainability and the low carbon economy.
Climate Change, Economy & Development	CL3.6	Business recovery	Support the city's SMEs to recruit local talent, connecting people to business needs.



Climate Change, Economy & Development	CL4.0	Pollution and air quality	We will finalise our approach to the proposed Clean Air Zone as part of a wider package of interventions to improve air quality in Sheffield.
Climate Change, Economy & Development	CL4.1	Pollution and air quality	Work with bus companies to retrofit existing buses to the cleanest Euro 6 standards and address bus idling at key hotspots.
Climate Change, Economy & Development	CL5.1	Public transport	We will support our buses and trams to recover from Covid so that people are able to confidently return to using the city's public transport network.
Climate Change, Economy & Development	CL5.2	Public transport	Consult on improvements to the city's bus network to encourage more people to use public transport in the city.
Climate Change, Economy & Development	CL5.3	Public transport	Set out a long-term vision for the Supertram, ensuring essential maintenance of the network and developing plans to extend the network across Sheffield / South Yorkshire in partnership with the South Yorkshire Mayoral Combined Authority.
Climate Change, Economy & Development	CL6.1	Homes	We will take decisive steps to progress the Local Plan during 2021 and 2022, working collaboratively with Members and communities. The Plan will build a platform to invest over the medium term, emphasising safe and attractive neighbourhood design - including wellbeing, resilience and biodiversity.
Climate Change, Economy & Development	CL7.1	Arts & Culture	We will continue to work with Sheffield's Culture Collective and Culture Consortium to achieve the ambition of putting Culture front and centre of Sheffield's recovery
Climate Change, Economy & Development	CL8.1	Skills and employment	We will develop an ambitious strategy for future skills, working in partnership with the region and linking to our status as a centre of excellence in innovation and advanced manufacturing
Climate Change, Economy & Development	CL8.2	Skills and employment	Support people furthest from the labour market to get the skills and advice they need to get back into work.
Climate Change, Economy & Development	CL8.3	Skills and employment	Support young people with 500 new apprenticeships, targeted support to those most at risk of being NEET.
Climate Change, Economy & Development	CL8.4	Skills and employment	Work with people and employers to upskill our workforce, developing new career opportunities, increasing productivity and connect people into the city's key growth sectors.
Communities & Neighbourhoods	CN1.1	LACs	We will establish Local Area Committees, working with local communities to make positive contributions to the wellbeing and sustainability of local areas so that our neighbourhoods are great places to live and thrive for Sheffielders of all ages.

Communities & Neighbourhoods	CN2.1	High quality safe homes	We will make it easier for our tenants to report issues and book repairs, ensuring the process from reporting the issue to it being resolved is transparent and seamless, and reducing our backlog of repairs by early 2022. To drive continuous improvement for residents, we will peer review our housing repairs service in autumn 2021.
Communities & Neighbourhoods	CN2.2	High quality safe homes	Continue to invest and build high quality, sustainable Council homes and work to retrofit the existing stock to improve energy sustainability.
Communities & Neighbourhoods	CN2.3	High quality safe homes	Support and protect citizens in the private rented sector, investing in more inspectors for more robust regulation
Communities & Neighbourhoods	CN2.4	High quality safe homes	Conducting a programme of checks to ensure all high-rise and high-risk buildings in Sheffield are safe for their residents regardless of tenure.
Communities & Neighbourhoods	CN2.5	High quality safe homes	Support people with routes out of homelessness and rough sleeping with emergency and temporary accommodation in Sheffield
Communities & Neighbourhoods	CN3.0	Clean, green, safe neighbourhoods	We will improve safety and tackle anti-social behaviour in all neighbourhoods, investing in new street wardens who will work with SY Police and public services in the seven LAC areas.
Communities & Neighbourhoods	CN3.1	Clean, green, safe neighbourhoods	Work with the Police and local communities to address organised crime
Communities & Neighbourhoods	CN3.2	Clean, green, safe neighbourhoods	Continue to work with communities on plans to regenerate Gleadless Valley and Page Hall
Communities & Neighbourhoods	CN3.3	Clean, green, safe neighbourhoods	Keep our neighbourhoods clean and tidy, giving LACs dedicated budgets to tackle fly tipping and graffiti.
Communities & Neighbourhoods	CN3.4	Clean, green, safe neighbourhoods	Continue to invest in our parks and open spaces working with communities and Friends Groups and continue to deliver our Trees and Woodland Strategy
Communities & Neighbourhoods	CN3.5	Clean, green, safe neighbourhoods	Build on the good work of the Street Tree Partnership to deliver new street trees and build nature into communities.
Communities & Neighbourhoods	CN4.1	Covid - supporting communities	Work with our public, private and voluntary sector partners to continue to support communities to follow public health guidance and stay safe as Covid restrictions ease.
Communities & Neighbourhoods	CN4.2	Covid - supporting communities	Work with our NHS partners and VCF sector to support the rollout of vaccinations, including boosters if they prove necessary, and provide rapid local contract tracing to stop any local outbreaks support those who are required to self-isolate.
Communities & Neighbourhoods	CN4.3	Covid - supporting communities	Provide as much help and support as possible to local businesses that have been affected by the pandemic.
Communities & Neighbourhoods	CN5.1	Supporting young people	We will invest £2m per year over the next two years into Youth Services in Sheffield, working with Local Area Committees and young people to identify locally tailored opportunities

Communities & Neighbourhoods	CN5.2	Supporting young people	Develop a new Youth Strategy for the city, co-produced with young people and create a Youth Board so that Sheffield's young people can oversee the delivery, outcomes and ambitions of their Strategy.
Communities & Neighbourhoods	CN6.1	Sport and leisure facilities	We will agree a long term investment strategy for modern sport and leisure facilities across the city by the end of 2021
Communities & Neighbourhoods	CN6.2	Sport and leisure facilities	Consult on new activity strategy for the city
Education, Health & Care	EHC1.1	Best start in life	We will complete our review into Early Years services to ensure that pre-birth to age 5 children are able to achieve their full potential in preparation for life and learning.
Education, Health & Care	EHC2.1	Covid recovery for C&YP	We will provide 'trauma-informed' training to all schools to help them identify and support the growing mental health needs in children and young people.
Education, Health & Care	EHC2.2	Covid recovery for C&YP	Work with schools to design a programme for children and young people whose education has been disrupted due to Covid-19, focusing particularly on where gaps have widened
Education, Health & Care	EHC2.3	Covid recovery for C&YP	Continue to work with education settings to ensure that children have access to connected devices they need to learn remotely
Education, Health & Care	EHC2.4	Covid recovery for C&YP	Work with schools, Further Education and youth services to ensure that young people have post-16 educational, employment and training opportunities.
Education, Health & Care	EHC3.1	Support CLA	We will respond to the increasing numbers of vulnerable children, children in need of protection and Children Looked After by taking action to reduce the caseloads of children's social workers
Education, Health & Care	EHC3.2	Support CLA	Support more children and families at an earlier stage to prevent issues escalating
Education, Health & Care	EHC3.3	Support CLA	Be an exemplar corporate parent by taking a whole organisation approach to giving our Children Looked After the opportunities to reach their potential
Education, Health & Care	EHC4.1	Enabling adults	We will deliver a long-term workforce plan which empowers and values our social care workforce and sets out how we will implement the Foundation Living Wage for all social care workers in the City
Education, Health & Care	EHC4.2	Enabling adults	Produce a long-term strategic direction and plan for Adult Social Care which sets out how we will improve lives, outcomes and experiences of adults in Sheffield
Education, Health & Care	EHC4.3	Enabling adults	Develop a framework for measuring our performance and quality so that people can hold us to account for the care services we provide
Education, Health & Care	EHC4.4	Enabling adults	Invest in Occupational Therapists, Social Workers and Enablement Support, and Commissioning Support to enable people to live more actively and independently
Education, Health & Care	EHC4.5	Enabling adults	Review our homecare services that we are delivering support that enables people to live independently at home in Sheffield

Education, Health & Care	EHC4.6	Enabling adults	Improve our approach to transition of young people from children services to adult services
Education, Health & Care	EHC4.7	Enabling adults	Secure a future working relationship with the new NHS structures, founded in our vision to deliver excellent health and care services in communities across Sheffield, end health inequalities, integrate care and have public delivery at the heart of health and care.
Education, Health & Care	EHC5.1	Reduce exclusion	We will launch a city-wide drive to improve the attendance of our children and young people in early years, schools and post-16 settings.
Education, Health & Care	EHC5.2	Reduce exclusion	Work with schools to reduce exclusion through tackling the causes and delivering rapid improvements to inclusion.
Education, Health & Care	EHC6.1	SEND services	We will build better relationships with parents, deliver EHCPs within timescales, increase SEND places across the city and improve the transition to adulthood for more learners.
Our Council	OC1.1	Citizens decisions involvement	We will implement the new Local Area Committees, giving power back to our communities
Our Council	OC1.2	Citizens decisions involvement	Launch a whole city conversation on decision making in LACs and the new Committee System to give everyone a voice in the city's democratic future.
Our Council	OC1.3	Citizens decisions involvement	Pioneer a new approach to decision making with four Transition Committees bringing in voice from across the political spectrum into our city-level decision making.
Our Council	OC2.1	Fight poverty and inequality	We will implement priority recommendations of the Race Equality Commission as a City Council to become a fair, inclusive organisation that reflects the diversity of the city we serve, and that tackles discrimination and prejudice wherever it is found.
Our Council	OC2.2	Fight poverty and inequality	Review how Covid funding from Government might be targeted to help people in the city through the financial 'cliff-edge', including by providing hardship payments to those affected by Covid and grants to community organisations who are helping those who are struggling.
Our Council	OC2.3	Fight poverty and inequality	Hold a city summit on poverty in Sheffield by end of October 2021, engaging all partners and stakeholders in agreeing the key actions we need to take to tackle poverty in Sheffield
Our Council	OC2.4	Fight poverty and inequality	Work with the city's public institutions (eg. universities), maximising the impact of the money we spend on creating sustainable local jobs, better incomes and sustainable local supply chains.
Our Council	OC3.1	Sustainable jobs and investment	We will be a strong, trusted partner, working with Sheffield's public institutions, the city's partners and communities to lead the city's recovery from Covid and create a shared plan for Sheffield's future. We will reset the way we work with our voluntary, community and faith sector partners, building a new strategic relationship.

Our Council	OC3.2	Sustainable jobs and investment	Be a trusted, collaborative partner in the South Yorkshire Combined Authority, working with our neighbours to invest and make a real difference to the city region's economy
Our Council	OC3.3	Sustainable jobs and investment	Agree a plan by Autumn 2021 to manage the Council's land and physical assets to unlock resources and maximise the use of physical assets for communities.
Our Council	OC3.4	Sustainable jobs and investment	Working with our public, private and VCF partners, Sheffield will be a leading, investable city in the North. We will work with cities and towns to maximise the North's economic potential for the UK.
Our Council	OC3.5	Sustainable jobs and investment	Attract sustainable jobs and more investment to Sheffield by being a confident, outward looking city that punches its weight on a regional, northern and national stage
Our Council	OC4.1	Well-run Council	We will establish a robust performance approach and culture in the organisation to drive improvement, accountability and deliver better services for Sheffielders.
Our Council	OC4.2	Well-run Council	Improve the ways in which people can get in touch with the council and improve the experience that they have when they do.
Our Council	OC4.3	Well-run Council	Overhaul our complaints process so that customers are able to challenge and help us drive improvement in all our services.
Our Council	OC4.4	Well-run Council	Ensure every member of staff has, as a minimum, an annual conversation with their manager on their performance, development needs and goals for the year and require senior managers to lead more cross-council pieces of work and commit time to talking to people and communities from across the city.
Our Council	OC4.5	Well-run Council	Conduct a local non-statutory inquiry into the management of the street trees dispute, led by an independent person, to continue to rebuild trust with our communities.
Our Council	OC5.1	Council ready for the future	We will implement priority-based budgeting and start work on a 3-5-year Corporate Plan and single change programme for SCC, directly aligning our resources to the things we want to achieve in Sheffield.
Our Council	OC5.2	Council ready for the future	Have an LGA Peer Review in late 2021.
Our Council	OC5.3	Council ready for the future	Introduce a programme of carbon literacy training for Members and key council staff.
Our Council	OC5.4	Council ready for the future	Invest in the skills and capabilities of SCC's workforce and attract new talent to deliver for Sheffield and ensure our people reflect the city we serve

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# Corporate Performance Summary May 2022

Nicola McHugh, 31<sup>st</sup> May 2022

The Performance Summary report brings together highlighted performance areas and measures from the Corporate Performance Report. These are structured by the One Year Plan sections. Inclusion here indicates measures where performance targets or trends suggest a **performance challenge**, where a **gap** in performance data or measures exists meaning it is difficult to understand the current performance position, or where a **positive trend** or good performance can be identified. Where the issue has been raised to the P & D Board previously this is noted. Services have been asked to provide updated information on the highlighted measures specifically reflecting on;

- Where the performance challenge is currently owned and has visibility
- What actions are underway to address this challenge
- The driver(s) of the challenge, e.g. demand, workforce, change etc.
- Relevant dependencies or influences

An overview table is provided followed by a more detailed look at each measure alongside the appropriate data, and summarised service response. Clicking on the visual will take you through to the performance report.

## Performance Challenges

Communities & Neighbourhoods	<ul style="list-style-type: none"><li>• Homelessness presentations</li><li>• Homelessness acceptances</li><li>• Successful relief outcomes</li><li>• Number of households in temporary accommodation or B &amp; B</li><li>• Repairs and Maintenance backlog</li><li>• Proportion of repairs completed in time</li><li>• Average tenant satisfaction with overall Repairs and Maintenance Services and ease of reporting repair</li></ul>
Education, Health & Care	<ul style="list-style-type: none"><li>• Adult safeguarding: proportion of Section 42 enquiries completed within 28 days</li></ul>
Our Council	<ul style="list-style-type: none"><li>• Revenue and Benefits contact centre calls answered</li><li>• Revenue and Benefits contact centre average call waiting time</li></ul>

## Gaps in Data and Measures

Communities & Neighbourhoods	<ul style="list-style-type: none"><li>• Number of fly-posting and graffiti clearances</li><li>• Number of fly-tipping incidents</li></ul>
Education, Health & Care	<ul style="list-style-type: none"><li>• Delayed transfers of care</li></ul>

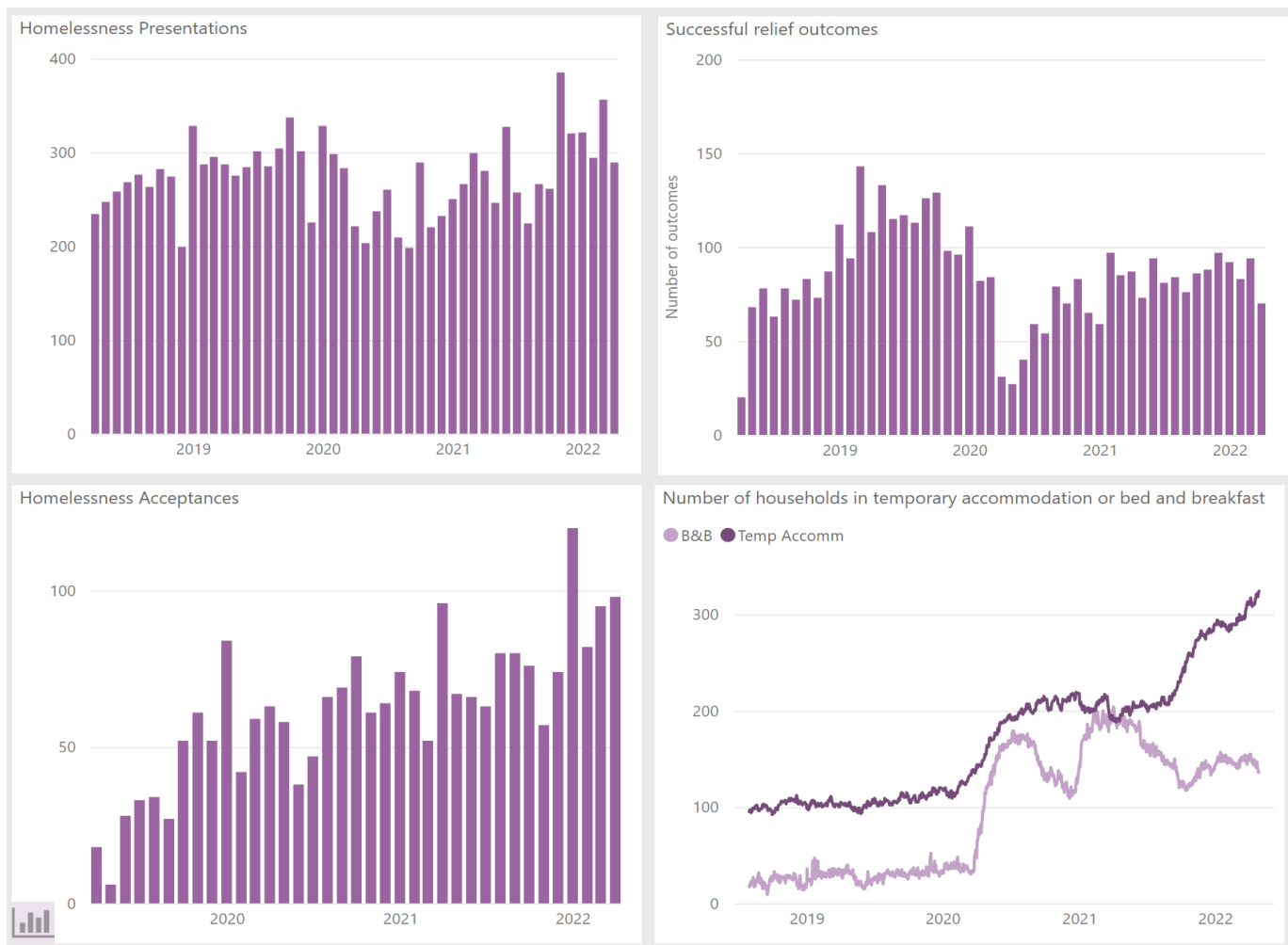
## Positive Trends

Communities & Neighbourhoods	<ul style="list-style-type: none"><li>• Percentage of SCC fire risk assessments completed on time</li></ul>
Education, Health & Care	<ul style="list-style-type: none"><li>• Proportion of eligible two-year olds benefiting from free early learning</li><li>• Proportion of eligible three- and four-year-olds benefiting from free early learning</li><li>• New EHCPs issued within 20 weeks</li></ul>

## Performance Challenges

### Communities & Neighbourhoods

- Homelessness presentations
- Homelessness acceptances
- Successful relief outcomes
- Number of households in temporary accommodation or B & B



- This performance is reported at PLT and Housing & Neighbourhood Service Performance Board. An Action Plan is in place to upstream prevention activity, streamline service offer, and increase housing options including supported housing and Private Rented Sector (PRS). Changing Futures Programme, Housing First and Housing support review is underway to reduce repeat homelessness presentations.
- Homelessness presentations and acceptances remain high, approx. 300 presentations per month – a 22% increase in presentations and 29% increase in acceptances from 2020/21 to 2021/22. The backlog from the pandemic remains, with further pressure from new duties to people experiencing domestic abuse, resumption of evictions from PRS, acute lack of affordable housing, and cost of living pressures reducing resilience of residents to meet their own housing need. The number of households who are already in housing crisis when they approach us remains high making prevention very difficult.
- The number of households in Temporary Accommodation (TA) increased by 17% over the last year. Of these, the number in B&B reduced by 28%. Reduction in Supported Housing units and commissioned services for people with complex needs has contributed to increased numbers of people being placed in B&B and TA without access to support for independent living skills. Insufficient options for households lead to a reliance on dispersed general needs housing, meaning fewer properties available to people on the housing register -



contributing to longer stays in TA. Use of our own stock is inefficient with lengthy voids times (currently 5 properties per week returned to the service). Work is underway; with Registered Providers to increase the proportion of cases they rehouse, and under the council's allocations policy to increased use of Direct Lets. The Ukrainian Refugee programme provides an additional risk of increased duty with households whose placements breakdown having the right to be housed by SCC.

- Use of TA and B&B impacts on the budget pressures (currently on target to achieve BIP to save £250k on B&B budget - expect to attain 75% by October 2022). The target is to reduce use of B&B to 80 units in this financial year, with an action plan in place with government to eliminate use of B&B for families. Delays in the new build programme of TA which will provide 150 new units have led to greater reliance on existing stock.
- With the majority of staff working at home managing casework was difficult. High caseloads led to crisis management being prioritised so prevention opportunities being missed. A QA team is now in place to improve the standard of casework, a hybrid working model to increase staff back in Howden is in place and a Prevention Team has been implemented.
- A service led item on homelessness was presented to P & D Board on 16.11.21

## Communities & Neighbourhoods

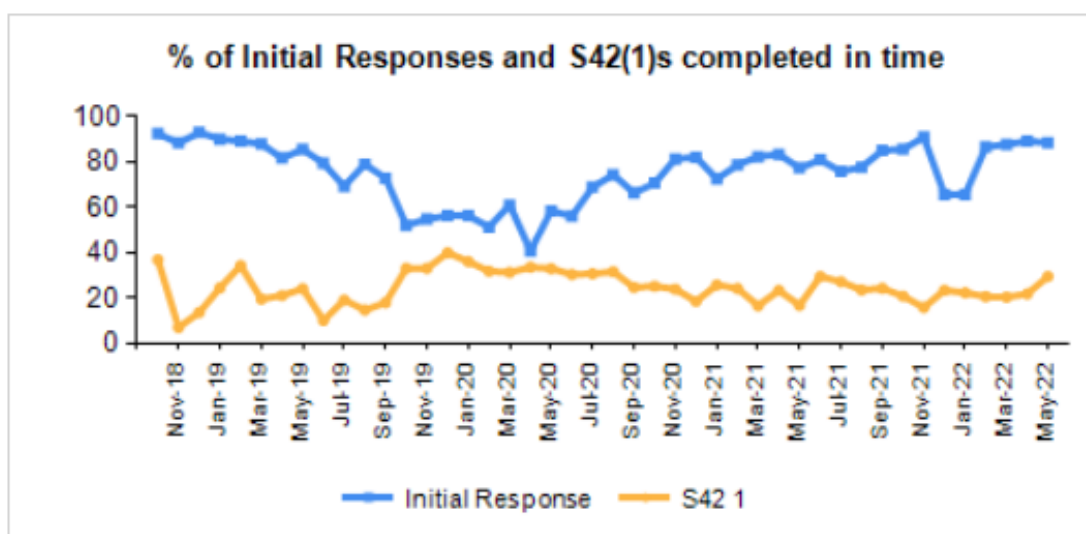
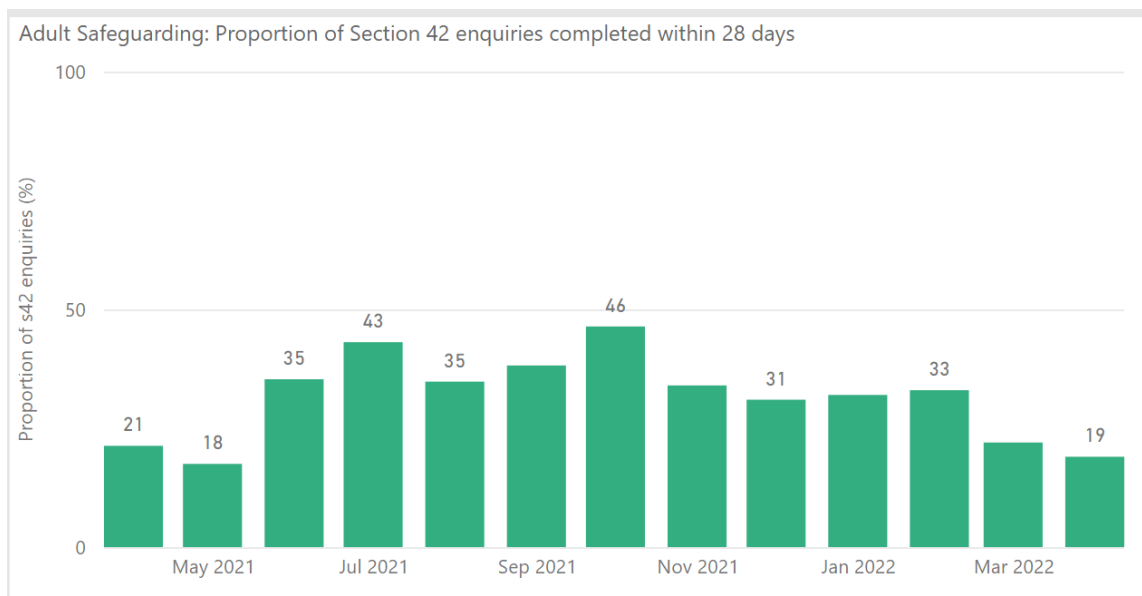
- Repairs and Maintenance backlog
- Proportion of repairs completed in time
- Average tenant satisfaction with overall Repairs and Maintenance Services and ease of reporting repair



- The new Total Mobile Repairs and Maintenance system was brought into use by the service in Q3 2021/22. The service were without reporting facilities for several months after the system went live due to delays with the data warehouse being available. Data quality issues were identified once reporting became available Q4 2021/22. Data cleansing across various workstreams continues to date. Values for performance measures are identified as being impacted by these data quality and ongoing cleansing issues.
- The Repairs & Maintenance backlog increased significantly over Q2 2021/22, prior to the move to Total Mobile and remains at this level according to the data available (see comments above)
- The proportion of repairs completed on time was tracking consistently above 90% prior to the move to Total Mobile. Identifying whether the performance challenge is data quality or service delivery driven is not clear at this stage.
- Average tenant satisfaction with the overall R & M service and ease of reporting repairs has seen a fall over 2021/22, and whilst still above 80% satisfaction at the moment it is important to keep the trend under observation.
- A service led item on the Repairs and Maintenance Service was presented to P & D Board on 11.01.22

## Education, Health & Care

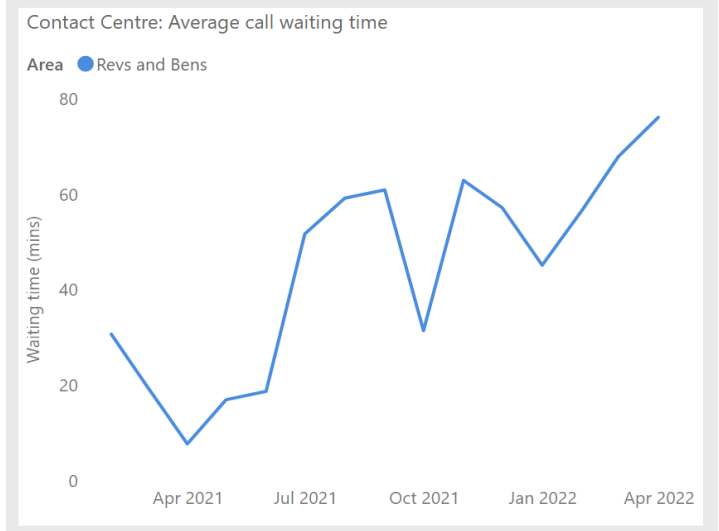
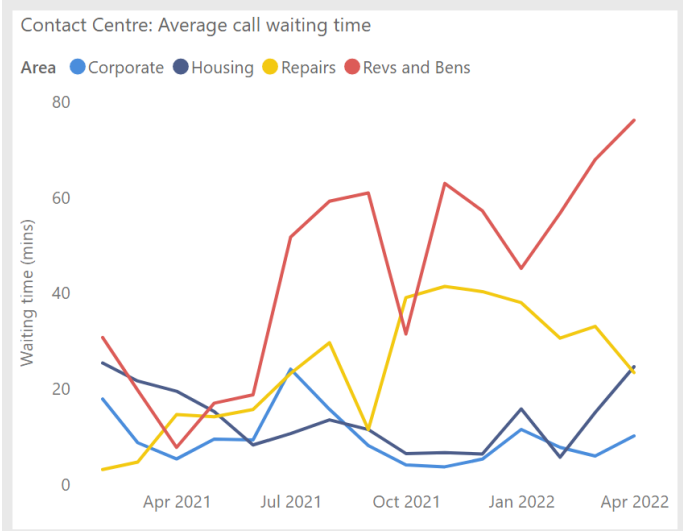
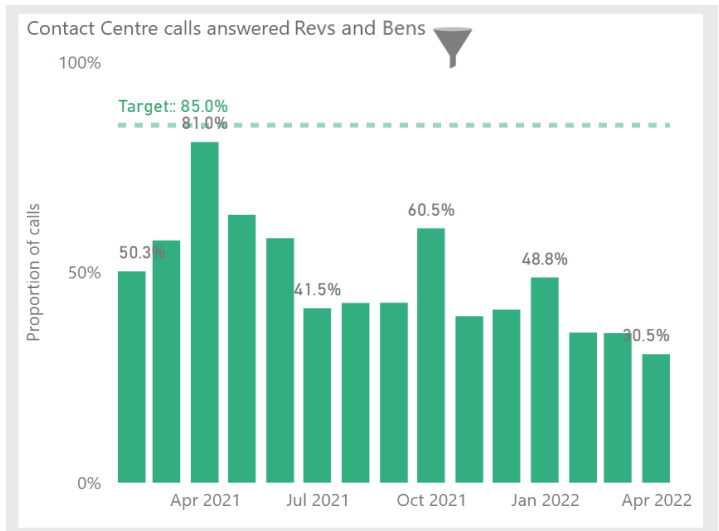
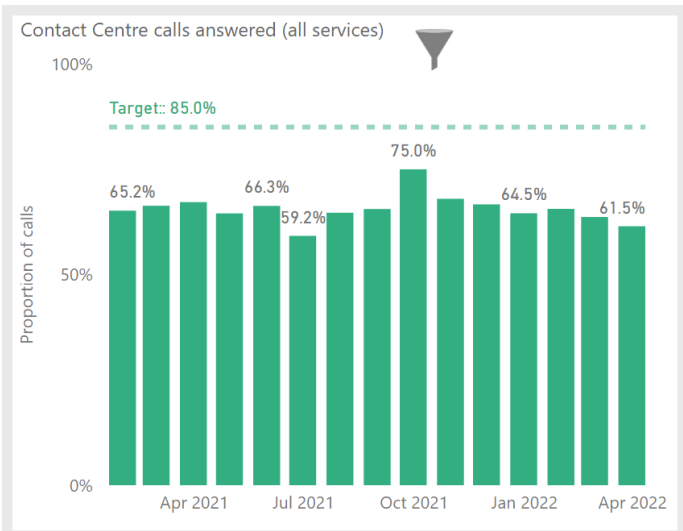
- Adult safeguarding: proportion of Section 42 enquiries completed within 28 days



- An enquiry is any action that is taken (or instigated) by a local authority, under Section 42 of the Care Act 2014, in response to indications of abuse or neglect in relation to an adult with care and support needs who is at risk and is unable to protect themselves because of those needs. The Care Act requires local authorities to make proportionate enquiries (or to make sure that, as the lead agency, enquiries are carried out by the relevant organisation) where there is a concern about the possible abuse or neglect of an adult at risk (Social Care Institute for Excellence).
- This is part of a wider suite of safeguarding performance measures monitored by ASCLT these are reviewed at service team meetings (using live dashboards) and monthly ASC performance clinics. The end-to-end times (measure shown in Corporate report), will vary depending on other agencies involved, e.g. police, and as a result of improvement in the contributing measures (see comment below).

- Actions underway are to reduce backlogs and initial screening times (1 working day target) and initial decisions (further 2 working day target). Performance on initial screening and allocating urgent cases has been relatively good, (service chart above), consistently above 80% within 1 working day. However, the 3 stage test (S42-1) performance has been at approx. 30% during Q4 2021/22. This determines if a full Section 42 safeguarding is required.
- The current backlog results from extra demand, created by taking responsibility for all Mental Health safeguarding work previously completed by Sheffield Health & Social Care Trust. Over-referring from the police created previous backlogs (Q1 2021/22), a situation which has been improving following joint working.
- Comparing to Core Cities is difficult as each Local Authority can choose when to start and stop the clock within the initial screening and S41(1) window. In SCC we wait until the S42(1) 3 stage test has been completed, but it's clear that others are reporting at initial screening completion. However, the end-to-end measure for full S42s is lower for Sheffield, with Leeds and York showing similar performance.

- Revenue and Benefits contact centre calls answered
- Revenue and Benefits contact centre average call waiting time



- 30.5% of Revs and Bens calls were answered in April 2022 consistent with the level of call answering for Q4 2021/22.
- Average call waiting time has been above 60 minutes since March 2022 and has been on an upward trajectory since January 2022, with people waiting on average 30 minutes longer now than they were in January.
- Performance in January stands out as being better both in terms of calls answered (49%) and call waiting time (45 minutes)
- A service led item on Contact Centre performance was presented to P & D Board on 25.01.22 and a follow up item is scheduled for 30.06.22.

## Gaps in Data and Measures

### Communities & Neighbourhoods

- Number of fly-posting and graffiti clearances
- Number of fly-tipping incidents

- The organisational and city view of graffiti, fly-tipping and fly-posting incidents and clearances is difficult to achieve with a good level of accuracy and completeness. These measures rely on three separate areas of service delivery and three system interfaces. Consistency of numbers and reporting, and issues with historical ward boundaries in the systems where data is collated means these measures are not possible to report at current ward and LAC level, hindering our ability to provide meaningful insight beyond counting incidents.
- A pdf summary report is produced by Amey for each LAC, however, the underlying data is not available to bring into the Corporate Report resulting in inconsistent visibility of this information, and an inability to interrogate the data and therefore understand the performance of this service area.

### Education, Health & Care

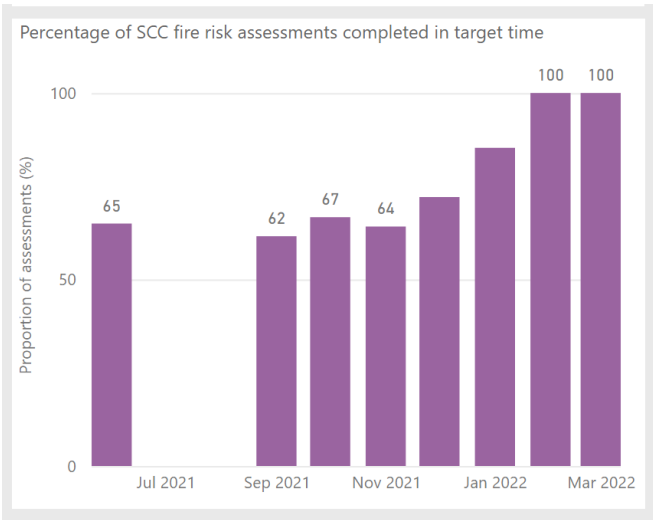
- Delayed transfers of care

- Delayed Transfers of Care has long been an important corporate performance measure and a way to understand current performance of the interface between hospital discharge and community adult social care demand in Sheffield. Access to the underlying data to track this measure is not available for either the Corporate Report or Adult Social Care service performance monitoring. This prevents the organisation from understanding trends in flows of patients and service users and the volumes of people going through each pathway. Discussions with performance and data counterparts at STH have not resolved this issue to date, but we are investigating whether this dataset can be added to the existing data flow STH have with CCG to make this available going forward.

## Positive Trends

### Communities & Neighbourhoods

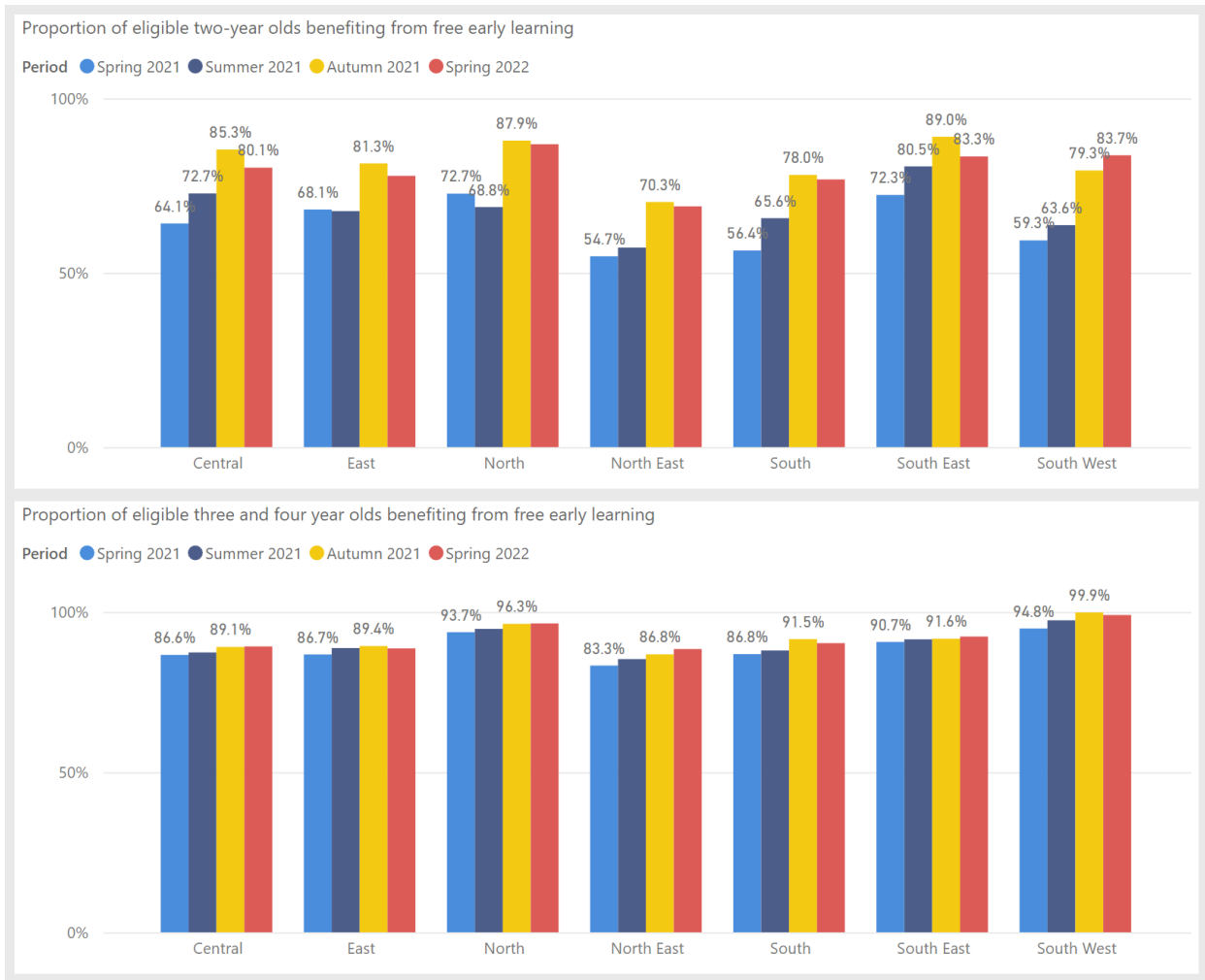
- Percentage of SCC fire risk assessments completed on time



- All fire risk assessments have been completed in the target time since February 2022, a significant improvement since November 2021.
- This was achieved by focused efforts from the service with the amount of FRAs completed during Q4 much higher than those due as outstanding FRAs were completed.

### Education, Health & Care

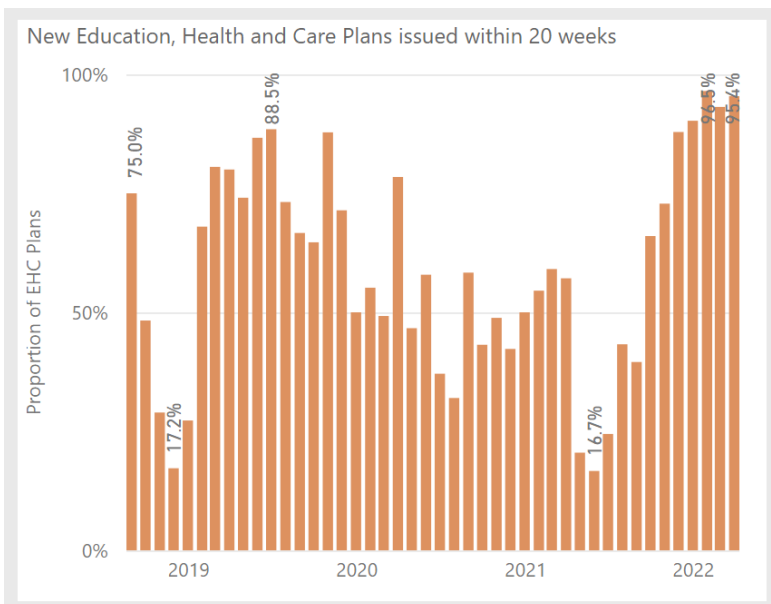
- Proportion of eligible two, three and four-year olds benefiting from free early learning



- The free early learning measures are reported monthly to the Education and Skills Performance Clinic
- Population numbers have been falling consistently for these two age groups over a number of years so reviewing *percentage* benefiting is important here.
- Significant increases in the take up of free early learning for eligible two-year olds can be seen from Autumn 2021, sustained in the Spring 2022 term. This is a turnaround from 2020/21 when take-up (number and percent) dropped after Spring 2020 due to Covid, and figures continued to fall from Summer 2020 to Spring 2021. The actual number of three and four-year olds taking up places has declined slightly, but at a lesser rate than the three and four-year old population which results in an improved percentage.
- Consistent differences exist in take up rates at the two-year and three and four-year age groups across the city seen most markedly between the North (87%) and North East (68%) take up by eligible two-year olds.

### Education, Health & Care

- New EHCPs issues within 20 weeks



- The improvement seen over Q3 2021/22 in EHCPs issued within 20 weeks has been sustained at above 90% for Q4 2021/22.
- The EHCPs issued within 20 weeks and year to date measures are reviewed weekly by the service.
- Key milestones in the 20 week period have been identified and cases are flagged at 12 weeks where they are without a panel decision, 15 weeks where there is no draft issued and all cases which reach 16+ weeks. Strong service scrutiny and vigilance to timescales have resulted in the significant improvements seen since Q3.



## New Developments

Development of the Corporate Performance Report has continued and three new features are beginning to be rolled out which bring greater depth to the performance information reported and provide background information about the measures and their quality;

### Additional Pages



Accessed by choosing the grey bar chart icon. This functionality has been developed to enable measures to be viewed within their wider context. The main chart within the corporate report has the SCC measure, trend over time and where specified the target. The additional pages show comparator data, placing Sheffield within the context of Core Cities or other appropriate comparators. This is currently available for the Homelessness acceptances measure and will be added to further measures when available. It should be noted, however, that there is a need to be selective about the measures chosen to be displayed in this way, being mindful of the ongoing resource implications.

### Measure quality assessment



A measure quality assessment framework has been co-developed with service and portfolio performance leads to ensure continuous improvement of performance reporting. The aim is to allow people using the corporate report to understand how relevant, timely, accurate and reliable, and comparable measures and data are and what level of control we have as an organisation over what is being measured and reported. Together this provides an assessment of the strength of evidence that exists in an area and highlights areas where we need to look for opportunities to improve a measure or data source. Hovering over the rosette icon brings up a graphic indicating scores in each element and a statement about influence and control for this measure. This is currently available in page two of the Skills and employment section and will be added to further measures going forward.

### Measure metadata



Accessed by choosing the 'i' icon on the measure visual. This provides access to the detailed metadata for the measure including service and responsible officers, descriptions, purpose, reporting route, calculation method, data source, type of measure and format. Whilst this is a lot of detailed information it ensures that performance measures and the processes used to develop and report them are transparent, understandable and repeatable. This information will also be used to report on the corporate measure Proportion of performance measures that have completed metadata. The measure metadata has been co-developed and completed with service and portfolio leads, a review schedule will be developed to ensure the information remains up to date. This is currently available in the Skills and employment section and will be added to further measures going forward.

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