



Report to Policy Committee

Author/Lead Officer of Report: *James Ford, Head of Performance & Business Intelligence*

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Report of: *Claire Taylor, Chief Operating Officer*

Report to: *Strategy and Resources Policy Committee*

Date of Decision: *17th April 2023*

Subject: *Sheffield City Council Outcomes & Performance Framework 2024-28*

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, what EIA reference number has it been given? N/A				
Has appropriate consultation taken place?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-				
N/A				

Purpose of Report:

This report seeks approval for the refreshed **Council Performance & Outcomes Framework 2024-28** as a companion to the new Council Plan, replacing the process and measures put in place to support the 2022/2023 Corporate Delivery Plan.

The Council Plan approval decision requested that officers prepare a new Outcomes Framework to support monitoring of performance against the Council Plan in early 2024.

To allow continued transparency and assurance for Strategy and Resources Policy Committee on performance against the organisation's priorities through a refreshed set of Outcome Measures that reflect the intent of each priority in the Council Plan.

To ensure that Strategy and Resources Policy Committee can continue to contribute to the Performance System and drive improvement in the organisation. The new Performance Framework provides a system that promotes a culture of

performance and delivery, a model for assurance and a golden thread that shows how all levels of the organisation can measurably contribute to the success of the Council Plan.

It is recommended that the Strategy and Resources Policy Committee:

1. Agree the Performance & Outcomes Framework as companion to the new Council Plan, as set out in Appendix 1.
2. Agree the Outcomes Framework as the way to understand measurable progress against each priority in the Council Plan, as set out in Appendix 2.
3. Agree to continue to receive quarterly and annual reports* that provide an overview of performance against the Outcome measures, describing performance challenges, interventions taken, and the results of changes made. Annually review measures in the context of progress.

*It is recognised that given the increased frequency, breadth and ambition of performance reporting. Future governance reviews may identify a more suitable Committee or sub-committee to consider the quarterly performance reports.

Background Papers:

Appendix 1 – Council Performance Framework 2024-28

Appendix 2 - Council Plan Outcomes Framework 2024-28

Lead Officer to complete:-		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: Jane Wilby, Head of Accounting
		Legal: Nadine Wynter, Service Manager
		Equalities & Consultation: Ed Sexton, Senior Equalities & Engagement Officer
		Climate: Laura Ellendale, Sustainability Programme Officer
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	SLB member who approved submission:	Claire Taylor, <i>Chief Operating Officer</i>
3	Committee Chair consulted:	Tom Hunt, <i>Chair of Strategy and Resources Committee</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: James Ford	Job Title: Head of Performance and Intelligence
	Date: 02-04-2024	

Together we get things done.

Sheffield City Council Performance & Outcomes Framework 2024-28

PROPOSAL

1. Approval of a revised Performance & Outcomes Framework that directly aligns with the outcomes and priorities in our new Council Plan¹.
2. The Performance & Outcomes Framework is a companion to the Council Plan, a further demonstration of the continued improvement journey the Council is on, responding directly to the recommendations of the LGA Corporate Peer Challenge in 2022².
3. This builds on the work started in our 2022/2023 Corporate Delivery Plan³ which focused on the organisation's urgent performance challenges, updating the approach to be commensurate with the breadth and ambition of the new plan.
4. The Performance & Outcomes Framework is based on the overarching principle of the Golden Thread that builds the link between strategic intent and measurable impact at all levels, providing a way for services, teams, and employees to see how they contribute to 'shifting the dial' on the measures that evidence the plan is having an impact.

A CULTURE OF PERFORMANCE AND DELIVERY – COUNCIL PERFORMANCE & OUTCOMES FRAMEWORK

5. The Golden Thread is enabled by three key components of the Performance & Outcomes Framework.
 - a. Outcomes Framework: Provides the high-level measures that relate directly to specific purpose and intent of each priority in the Council Plan.
 - b. Performance System, Governance and Culture: The oversight, assurance, and management mechanisms that allow continued control and grip of performance at outcome, directorate, and service level.
 - c. Performance Reporting: In support of our ambition for performance management, openness, and transparency a suite of reports will show progress against the Outcome measures.

¹ [Sheffield City Council Plan 2024-28 | Council Plan](#)

² Sheffield City Council (2022) Sheffield City Council LGA Peer Challenge Report, <https://democracy.sheffield.gov.uk/documents/s58181/9%20-%20Appendix%20%20Sheffield%20City%20Council%20-%20CPC%20FINAL%20Feedback%20Report.pdf>

³ Sheffield City Council (2022) Corporate Delivery Plan, <https://www.sheffield.gov.uk/sites/default/files/2022-11/scccouncil-delivery-plan-22-23.pdf>

OUTCOMES FRAMEWORK

6. Our Outcomes Framework is the way we show measurable progress against the Council Plan. It consists of a broad range of measures that link directly to the spirit and strategic intent of each priority in the plan.
7. This enables us to evidence impact of delivery and distance travelled alongside ongoing monitoring of progress against each Council Plan outcome and priority.
8. Where possible we have selected measures that allow comparison with other authorities and are nationally benchmarked, allowing citizens to assess our performance against our peers.
9. Provides a response to the Office for Local Government's more rigorous and comparative monitoring of local authority performance through its Data Explorer platform.⁴
10. The Outcomes Framework also includes a set of 'corporate health' measures which are critical to a well-functioning Council and the delivery of high-quality services, including Finance, Complaints and Workforce measures.
11. The Corporate Health measures are presented in a consistent format and reported together with Outcomes measures to ensure we have the right foundation on which to deliver the Council Plan.

PERFORMANCE SYSTEM

12. The Outcome Measures form the basis of the wider range of metrics that contribute to the outcomes at Directorate and Service level.
13. Directorates will develop expanded measure sets that contribute to meeting the Outcome Measure.
14. The principle of a connected set of measures provides a clear golden thread through our performance system, allowing our services, teams, and individual members of staff to see their contribution to achieving the Council Plan outcomes.
15. Both outcome and supporting measures will be referenced in Directorate, Service and individual development plans to ensure golden thread alignment, and performance targets calibrated against the progress required in the Council Plan.
16. Directors and Heads of Service are responsible for hosting regular clinics that will ensure the progress against outcome and supporting measures.
17. Measures at Directorate level will form the basis of regular reporting to each policy committee.
18. Performance and Delivery Board has ownership of performance monitoring, management and assurance of the Outcomes Framework measures.
 - a. Provides quarterly reports to Strategy Leadership Board and Strategy and Resources Policy Committee.
 - b. Meets monthly to review measures not performing to target via deep dives, calling in measure owners.

⁴ [Home - Local Authority Data Explorer - GOV.UK](#)

- c. Instigates and manages task & finish groups to drive performance improvement.
19. Performance and Delivery Board manages the performance system, ensuring compliance and leading the performance culture of the organisation.
- a. Ensure that the key performance system elements are in place, e.g. measures, plan alignment, metric quality and clinics.
 - b. Beyond the mechanics, ensures the behaviours that foster a strong performance culture are in place at all levels.

PERFORMANCE REPORTING

20. To fully enable the use of the Performance & Outcomes Framework, a suite of reports will support outcome level performance management.
21. A range of dashboards will bring together the outcome metrics, comparator, targets and narrative updates.
22. These dashboards will be available as a performance management resource internally to support the overall system of governance, and as a public resource to support transparency and accountability.
23. Initially this will be through traditional published report documents. During 2024/25 a set of self-service, interactive reports will be available to officers and members, updated in line with the reporting cycle.
24. We have reviewed best practice from the Local Government Association in providing interactive dashboards to the public, this will be achieved fully during the timeframe of the Council Plan

RISK ANALYSIS AND IMPLICATIONS OF DECISIONS

25. The recommendations in the report do not of themselves have, financial and commercial legal or climate implications. The information contained in the performance report outputs will enable further decisions to be taken which may have implications for the authority, at which point the implications will be fully considered.
26. The Outcomes & Performance Framework is consistent with the Council's duties under the Equality Act 2010 and its own organisational policies to tackle inequalities. This applies throughout the tiers of the Framework.
27. At Council Plan level, (considered in a separate Equality Impact Assessment and Climate Impact Assessment), there is clear alignment with equality in the Plan's drivers – for example, a significant overlap between health, wealth and environmental impact inequality. Similarly, the strategic outcomes include different expressions of inequality, including as it may relate to age, neighbourhoods and access to green spaces, community support and diversity or transport links, etc.
28. Development of the Framework and measures has been subject engagement and collaboration with services, responsible officers and using other evidence sources (e.g. performance issues, regulator guidance and LGA best practice).
29. Several of the outcome and performance measures at directorate/service level either directly or indirectly relate to inequality. For example, school exclusions, children looked after, educational attainment, homelessness, tenancy standards, anti-social behaviour, social care, benefit/wage/income levels. In many cases, measures relate to service delivery or

projects/plans/proposals that are subject to individual Equality impact Assessments.

30. Several of the outcome and performance measures at directorate/service level either directly or indirectly relate to climate. For example, greenhouse gas emissions, housing Energy Performance Certificate (EPC) ratings, air quality, rate of plug-in vehicles, ULEVs and EV chargers and active travel mode share. In some, measures relate to service delivery or projects/plans/proposals that will be subject to individual Climate Impact Assessments.

ALTERNATIVE OPTIONS CONSIDERED

31. do nothing – rejected – as set out in the Strategic Framework 2023/24, we are committed to developing and agreeing a medium-term plan for the council that sets out what we want to achieve for the city in the coming years and how we will contribute to the City Goals. The Council Plan is part of our Policy Framework and a critical step in our continued development as an organisation, connecting the ambitions and priorities of the administration to our Medium-Term Financial Strategy, workforce plans, Council Performance Framework, and Directorate Plans. It also ensures that we deliver on one of the key recommendations of the LGA Corporate Peer Challenge, further demonstrating our strategic development and maturity as an organisation.
32. extend the Corporate Delivery Plan performance arrangements – rejected – the Corporate Delivery Plan has provided vital stability and focus for the organisation over the last year, building on the One Year Plan, and bringing clear focus onto a number of key challenges that citizens wanted to see improve. However, the Corporate Delivery Plan was deliberately short term and as recommended by the LGA Peer Team, it is important to bring medium-term focus for the Council so that citizens, staff and partners understand our priorities and ambitions.

REASONS FOR RECOMMENDATIONS

33. The Performance & Outcomes Framework will underpin how we measure progress and monitor impact of the Council Plan. It is aligned to our four-year Medium Term Financial Strategy and the outcomes will increasingly become the focus for our budget, Directorate and Service Plans over the coming year.
34. The Council has a systematic process and a robust corporate performance management framework to track progress.
35. Directly responds to the LGA peer review recommendations around performance management and alignment with council strategic priorities.
36. To ensure that Strategy and Resources Policy Committee contributes to the performance management process and drives improvement across the organisation.
37. Provides mandate for officers to proceed with implementing the full framework, including baseline and target setting for the selected outcomes measures and development of reporting infrastructure.