

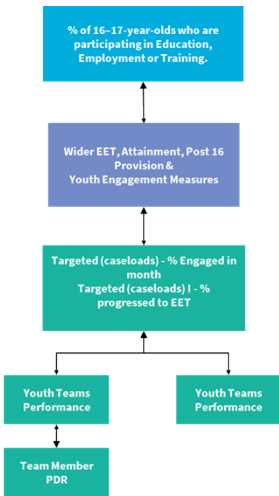
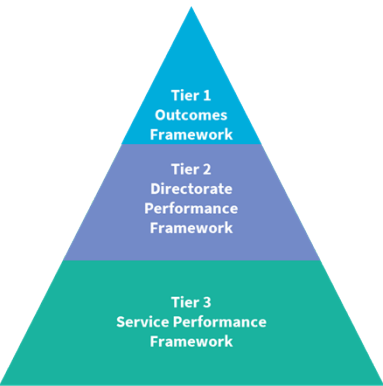


Introduction

Our Outcomes Framework is the way we show measurable progress against the Council Plan. It consists of a broad range of measures and targets that link directly to the spirit and strategic intent of each outcome in the plan.

This builds on the work started in our 22/23 Delivery Plan that focused on the organisation’s urgent performance challenges. Having a comprehensive, 4-year Council Plan allows us to have a wider range of measures that will sustain for the life of the plan. This will enable us to evidence impact of delivery and distance travelled alongside the ongoing monitoring of progress against each Council Plan outcome and priority.

The Outcomes Framework sits within our refreshed performance framework and these measures are the start of the performance **golden thread** for the organisation.



The outcome measures will form the basis of the wider range of metrics that contribute to the outcomes at Directorate and Service level.

This principle of a connected set of measures gives clear structure to our performance system, allowing our services, teams, and individual members of staff to see their contribution to achieving the Council Plan outcomes and priorities.

How we selected the Outcomes Framework measures.

We have worked with a range of officers including Strategic Directors, service representatives and performance leads to carefully identify and choose a set of measures that reflect the strategic intent of the plan at outcome level.

We have reviewed and learnt from Local Government Association guidance and other local authorities who have developed best practice performance frameworks, to inform the choice and structure of measures at this level.

Each outcome in the Council Plan includes four key priorities, we have selected a minimum of three measures for each. This enables performance of the different aspects of each priority to be evidenced and the measurable difference to be demonstrated.

Measures have been chosen that allow us to demonstrate our commitment to the three core principles that shape the plan:

- People – helping everyone in Sheffield to achieve their potential.
- Prosperity – prioritising Sheffield’s long-term prosperity, in a way that makes every part of our city better off.
- Planet – protecting the environment for future generations.



We focused on choosing high quality measures that are relevant, reliable and where we understand the level of influence the council has on effecting improvement. The ability to identify stretching but achievable targets and direction of travel has been a priority. Where possible we have selected measures that allow comparison with other authorities and that are nationally benchmarked, allowing citizens to assess our performance against our peers.

Reporting frequency has been a key consideration as the overall Outcomes Framework will be reported on quarterly.

A number of our key metrics are only available annually e.g. school attainment. We have tried to find a balance across the priorities in each outcome by including measures that report at different frequencies to show overall impact. This ensures regular reporting without sacrificing the close link the measures have to the intentions in the plan.

Appendix 1 provides an insight into the rationale used for choosing the measures for Outcome 1, Priorities 1&2 in the plan.

Core elements of the Outcomes Framework

1. Outcome Measures

The main element of the Outcomes Framework is presented as a full list in **Appendix 2** and consists of 70+ measures linked to the four priorities in each of the five outcomes.



Together we get things done

Directorates and Services have contributed measures across a range of priorities and outcomes where appropriate emphasising the cross-council approach required to deliver the Council Plan.

For many measures this shows how we are one Council that works together, recognising the contribution from all services in achieving our priorities and strengthening the golden thread approach.

Behind each measure there is further detailed information:

- **Rationale:** Which Outcome and Priority the measure supports and the rationale for choosing the measure
- **Detailed views:** The additional perspectives we will provide for the measure, providing insight into how the measure changes for different geographic areas of the city, different cohorts or communities. Where appropriate we provide views that focus on equality, e.g. deprivation or ethnicity.
- **Comparators:** Which other local authorities and datasets we will provide a comparison against, allowing citizens to assess our performance against our peers. This also recognises the growing role of the Office for Local Government (Oflog) which focuses relative and comparative performance.
- **Targets:** What level of impact we plan to achieve. The reporting suite will give the opportunity to feature multi-year targets where appropriate and performance progress and trends will be compared to these targets.

These will be confirmed once the Outcomes Framework measures have been fully agreed.

2. Making it happen – Corporate Health Measures

While the Outcomes Framework provides the way to measure impact and performance for each priority, it is important we continue to monitor key indicators that provide an understanding of how consistent, modern, and high quality our council services are. This provides insight into our ability to deliver the outcomes in our Council Plan effectively and make best use of the funding we have available.

Detailed in **Appendix 3** are measures that are critical to a well-functioning council and the delivery of high-quality services, including Finance, Complaints, Customer experience, Access to information and Workforce measures.

The Corporate Health measures will be presented in the same format to provide a companion to the Outcomes Framework, and reported together to ensure we have the right foundation on which to deliver the Council Plan.

3. Making it real – our policy priorities in action

Beyond the outcome measures the Council Plan sets out a number of cornerstone projects that will transform our city with more new homes; a dynamic environment for businesses to start-up and scale-up as part of our world class knowledge economy; and green, reliable transport networks to connect people throughout our city.

These key projects will be tracked as part of our regular reporting to provide a view of progress; key milestones, progress narrative and an open an honest view of risks to delivery.

The initial key projects are listed below:



**Openness
and honesty
are
important to
us**

Innovation in the city and the Investment Zone	Castlegate
Moorfoot	Neepsend
Furnace Hill and St. Vincent's	Station Quarter
Modern leisure and sport venues across the city	Tram/train expansion
Graves Gallery and Central Library Building	Attercliffe Waterside

4. Reporting & Review

As detailed in the Performance Framework we will report to Strategy & Resources Policy Committee on a quarterly basis with scrutiny by Performance & Delivery Board and oversight of Strategic Leadership Board during each reporting cycle.

To fully enable use and access to the Outcomes Framework and Performance system we will develop a suite of reports to support outcome level performance management.

This will be through a range of dashboards that bring together the outcome metrics, comparator and target information, and narrative updates. This builds on the approach taken to performance management reporting for the 22/23 Delivery Plan.

Appendix 4: Shows examples for Adult Social Care measures featured in the Outcomes Framework.

We will conduct an annual review of the Outcomes Framework to ensure measures and targets remain appropriate. We expect the replacement of measures to be infrequent allowing consistent reporting and distanced travelled against our priorities for the life of the plan. However, we recognise that improved measures and data may become available, alignment with key strategies currently in development may be beneficial and external factors may make change necessary. Taking a structured approach where we have control, the annual review will cover the following:

- Consideration of additional or revised measures.
- Review of targets to ensure alignment, stretch targets where there has been success, or sub targets that enable a more detailed focus on geographic or demographic groups.
- Reporting data at a more granular level to allow detailed insights into outcomes at sub-city level geographies and/or among different demographic groups.

Appendix 1: Measure Development Rationale for Outcome 1, Priorities 1&2.

Sheffield's Family Hub and Start for Life Services are the way we ensure **children and parents get the support they need so that children get the best start in life** by providing services as early as possible.

Published evidence from Local Authorities evaluated in the first wave of Family Hubs indicated positive impacts on other indicators we have chosen for this outcome area, including **educational participation and attainment, first time youth offences and post-16 destinations**, while also improving overall wellbeing and life chances.

Measure: Number of families registered with our Family Hubs is a broad indicator that families are participating and will benefit positively from the range of services on offer. As part of securing national funding, multi-year registration targets are agreed that ensure we are engaging at the right scale to expect positive shifts, as seen in the national programme.

Measure: Percentage of children meeting the key developmental milestones at 2-year review (Combined for all 5 areas of development) offers a quantifiable insight into the key areas of early child development and how our activities in **Family Hubs & Start for Life** contribute.

The period from conception to the age of 2 years sets the foundations for a child's emotional, cognitive, and physical development for the rest of their lives. A positive impact should be felt as our 2-year-old cohorts grow up during the life of the plan, improving their readiness for nursery and school which contributes to them **feeling like they can belong and thrive in Sheffield and children and young people have the best start to fulfil their aspirations and potential.**

We want all children and young people to be able to participate fully in education, school and training, nurturing their talents. After the age of 16, those young people not participating Education, Employment or Training are at risk of not reaching their full potential and several other negative outcomes including social

exclusion, poor physical and mental health, future employment outcomes and economic prospects.

Measures: Percentage of 16–17-year-olds who are participating in Education, Employment or Training* nationally recognised measures that allows comparison with other cities.

We have specific measures **for Looked After Children* and those with Education & Health Care Education, Health and Care Plans***, recognising that participation in Education, Employment or Training is key **to fulfilling their potential in Sheffield and making a successful transition to adulthood.**

Being in school is critical to a child's achievement, wellbeing, and wider development, with regular school attendance helping ensure **children and young people are safe across the city** through visibility at school.

Measures: Percentage of pupils who are persistently absence (<90% attendance) and Percentage of pupils with fixed term and permanent exclusion per 100 pupils is how we will show success in this area.

Our strategic intent is to ensure that more children are accessing an appropriate education, reducing rates of exclusion and persistent absence.

We will target inequalities to ensure more of our children and young people are equipped to achieve their ambitions and build successful futures. Young people in receipt of free school meals are more likely to be suspended or be persistently absent. During the timeframe of this plan, we aim to close the gap for this group while improving our overall position.

Evidence shows that the students with the highest attendance throughout their time in school gain the best GCSE and A-Level results, which are critical for **young people to fulfil their aspirations and potential.**

Measure: Percentage of Key Stage 4 pupils achieving level 4+ in English and Maths, as many careers and further education pathways require this as entry criteria including higher level vocational courses and apprenticeships.

Measure: Percentage of pupils who were in sustained education, apprenticeship or employment destination following the end of key stage 4, sustaining a positive destination after key stage 4 is crucial for young people's prospects and opportunities, this measure provides a good indicator for this outcome. This also requires us to work with **schools, businesses, and other partners we will link education, skills, and business investment into career pathways for every neighbourhood, including using our weight as an anchor institution to grow apprenticeships in Sheffield.**

Appendix 2: Our Outcome Measures

A place where all children belong and all young people can build a successful future



Outcome Lead Directorate:	Childrens Services		
Priority	Measure	Lead Service / Supporting Service	Comparators
Ensure all children and young people can feel like they can belong and thrive in Sheffield	Number of families registered with a Family Hub	Communities	Scheme Target
	Percentage of children meeting key developmental milestones at 2-year review	Communities. Public Health	England, Y&H
	Percentage of Key Stage 4 pupils achieving level 4+ in English and Maths	Education & Skills	Core Cities
	Percentage of pupils who were in sustained education, apprenticeship or employment destination following the end of Key Stage 4	Education & Skills / Economy, Skills & Culture	Core Cities
Address inequalities for our children and young people and ensure we are equipped to support them	Proportion of 16–17-year-olds who are participating in education, employment or training (+ 16-25 year-olds with EHCP and Care Leavers aged 18-25 years-old)	Education & Skills / Economy, Skills & Culture	Core Cities
	Percentage of pupils with fixed term and permanent exclusion incidents per 100 pupils	Education & Skills	Core Cities, England
	Percentage of pupils who are persistently absent (<90% attendance)	Education & Skills	Core Cities
	Percentage of newly-made EHC plans issued completed within 20 weeks	Education & Skills	Core Cities
	Percentage of EHCP annual reviews completed within timescale	Education & Skills	Core Cities
Deliver the right care and support to those who need it, at the right time and in the right place	Families achieving significant and sustained success within Sheffield’s Building Successful Families programme.	Children & Families. Integrated Commissioning.	Scheme Target
	Rates of CIN, CP, CLA per 10,000	Children & Families	Core Cities
	Proportion of CLA placements by type and in year placement costs	Children & Families	
Ensure children and young people are safe across the city	Number of first-time entrants to Youth Justice System per 10,000 10-17 year olds	Children & Families, Communities	England, Y&H
	Number of proven serious violence offences as a proportion of the 10 -17-year-old population	Children & Families, Communities	England, Y&H
	Number children aged 0-15 killed or seriously injured (KSI) road casualties	Investment, Climate Change & Planning, Public Health	Core Cities



Great neighbourhoods that people are happy to call home

Outcome Lead Directorate: Neighbourhood Services

Priority	Measure	Lead Service / Supporting Service	Comparators
Increase the availability, quality and range of housing in our neighbourhoods	Number of households on Council Housing waiting list	Housing Services	
	Number of households in temporary accommodation or bed & breakfast	Housing Services	Core Cities
	Average time to re-let Council property (time to make property ready and time to let property)	Housing Services & Operational Services	
	Percentage of homes with EPC rating C or better by tenure type	Investment, Climate Change & Planning / Housing Services	Core Cities
	Tenant satisfaction - percentage satisfied that the home is well maintained	Housing Services	Core Cities
	Tenant satisfaction - overall satisfaction	Housing Services	Core Cities
Ensure more parks and green spaces are high quality and maintained	Percentage of public open space sites in Sheffield managed to Sheffield Standard	Parks, Leisure & Libraries	
	Improved Local Biodiversity - proportion of Local Sites where positive conservation management has been or is being implemented	Parks, Leisure & Libraries	Core Cities
	Number of Green Flag quality awards accredited to parks, woodlands and green spaces in Sheffield	Parks, Leisure & Libraries	Core Cities
High quality neighbourhoods which are clean, green, resilient and safe, and where people can live healthy lives	Percentage of Household waste recycled (reuse, recycling and composting)	Street Scene & Regulations	Core Cities, England
	Rate of anti-social behaviour offences per 1000 population by LAC	Communities	Core Cities
	Smoking prevalence in adults	Public Health	Core Cities
	National Highways Transportation Survey – satisfaction with condition of highways	Street Scene & Regulations	Core Cities, England
Work with communities to improve the places and spaces that make neighbourhoods great places to live and be active	Sheffield leisure facilities usage - Visits to SCC funded sporting venues and activities (adult and children)	Parks, Leisure & Libraries	
	Youth work sessions - number of young people who have taken part in sessions	Communities	

People live in caring, engaged communities that value diversity and support wellbeing



Outcome Lead Directorate: Adult Care and Wellbeing

Priority	Measure	Lead Service / Supporting Service	Comparators
High quality care and support at the right time and place so people can be independent for longer and stay safe	Percentage of adults receiving long term support who had an annual review	Adult Care and Wellbeing	
	Median number of days to complete the Care Act Assessment, and to put support in place	Adult Care and Wellbeing	
	Percentage of adult social care providers rated good or outstanding by CQC	Adult Care and Wellbeing	Core Cities
	Outcome of short-term services: % not resulting in long term support	Adult Care and Wellbeing	Core Cities
A new approach to community empowerment and engagement, working with our VCF sector partners and through LACs	Number of people engaged and informed through digital engagement platform	Policy & Democratic Engagement	
Work with communities to ensure people can access support and live the lives they want	Proportion of people who use Adult Care and Wellbeing services who reported that they had as much social contact as they would like	Adult Care and Wellbeing	Core Cities
	Proportion of people who use Adult Care and Wellbeing services who find it easy to find information about support	Adult Care and Wellbeing	Core Cities
	The proportion of carers who find it easy to find information about Adult Care and Wellbeing services	Adult Care and Wellbeing	Core Cities
	Number of people awaiting an Occupational Therapy Assessment	Adult Care and Wellbeing	
Enable everyone to feel valued and supported, tackling inequalities and celebrating the diversity of all our communities	Homelessness prevention and relief outcomes per 10,000 population by ethnicity	Housing	Core Cities
	Healthy Life Expectancy (male / female)	Public Health	Core Cities
	Annual net household income by Sheffield and LAC	Economy, Skills & Culture	Core Cities

A creative and prosperous city full of culture, learning, and innovation



Outcome Lead Directorate: City Futures

Priority	Measure	Lead Service / Supporting Service	Comparators
Drive growth by supporting Sheffield's dynamic business base and building its global reputation	Number of business start-ups in previous 12 months	Economy, Skills & Culture	Core Cities
	Job density (Number of jobs per resident of working age (job density)	Economy, Skills & Culture	Core Cities
	Reputation and engagement – engagement with Welcome to Sheffield website		
	Business density per 10,000 people	Economy, Skills & Culture	Core Cities
Connect more people into the city's prosperity with more good jobs, skills, training and better access to opportunities	Universal Credit claimant rate	Economy, Skills & Culture	Core Cities
	Unemployment and economic inactivity rates	Economy, Skills & Culture	Core Cities
	Median wages (total and by gender)	Economy, Skills & Culture	Core Cities
	Working age population qualification levels	Economy, Skills & Culture	Core Cities
A thriving, liveable and sustainable city centre that plays a major role in our region's economy	City centre footfall	Street Scene & Regulation / Regeneration & Development	Y & H and England
	Number of new homes under construction in city centre within previous 12 months	Investment, Climate Change & Planning	
	Number of new homes completed in city centre within previous 12 months	Investment, Climate Change & Planning	
	Proportion of Heart of City 2 let or sold	Regeneration & Development	
A vibrant and diverse culture offer that animates and inspires Sheffield	Percentage of city centre retail, office and hospitality space occupied	Regeneration & Development	
	Rate of hotel room occupancy	Economy, Skills & Culture	
	Number of jobs in creative industries sector	Economy, Skills & Culture	Core Cities
	Value of Arts Council England awards	Economy, Skills & Culture	Core Cities

A city on the move – growing, connected and sustainable



Outcome Lead Directorate: City Futures			
Priority	Measure	Lead Service / Supporting Service	Comparators
More homes for a sustainably growing city with choice, quality and affordability across Sheffield	Number of new homes under construction within previous 12 months (Sheffield)	Investment, Climate Change & Planning	
	Number of new homes completed within previous 12 months (total and affordable)	Investment, Climate Change & Planning	
	Number of homes acquired or built for Council Housing	Housing	
	Number of planning approvals granted permission in previous quarter	Investment, Climate Change & Planning	
	Percentage of major / non -major planning applications decided on time	Investment, Climate Change & Planning	Core Cities
Develop a reliable, quick and affordable transport system to power our green growth ambitions	Public transport patronage bus, tram and train	Investment, Climate Change & Planning	South Yorkshire
	Proportion of journeys made on foot or by bicycle (modal share survey)	Investment, Climate Change & Planning	Core Cities
	Passenger satisfaction with public transport	Investment, Climate Change & Planning	
	Rate of people killed or seriously injured in road traffic accidents	Investment, Climate Change & Planning	Core Cities
Drive prosperity and lead global industrial transformation through innovation	Annual investment in Research and Development (South Yorkshire)	Economic Development & Culture	Regional
	GVA per job	Economic Development & Culture	Core Cities
	Number of high growth enterprises (employment and turnover)	Economic Development & Culture	Core Cities
Become a leading city in the journey to a net zero, climate resilient future, creating new opportunities	95% Reduction in Council GHG (CO2e) emissions by sector (Council; Domestic - Existing; Domestic - New; Non-domestic; Fleet; Grey Fleet; Streetlighting, Waste Management)	Investment, Climate Change & Planning / Housing / Operational Services / Street Scene & Regulation including Amey ad Veolia	
	Rate of plug-in vehicles, ULEVs and EV chargers per 100,000 people	Investment, Climate Change & Planning	Core Cities
	Average PM10 concentration at relevant locations	Investment, Climate Change & Planning	
	Average annual NO2 concentration at relevant locations	Investment, Climate Change & Planning	

Appendix 3: Making it Happen - Our Corporate Health Measures

Making it happen – Our Corporate Health



Outcome Lead Directorate: Strategic Support Services			
Priority	Measure	Lead Service / Supporting Service	Comparators
Financial stability	Full year budget variance by Committee and Directorate	Finance & Commercial Services	
	Percentage of agreed savings delivered by Committee and Directorate	Finance & Commercial Services	
	Percentage of council tax collection rates (in year)		Core Cities
	Percentage of non-domestic rates collected (in year)		Core Cities
Customer Experience	Overall satisfaction with SCC contact centre	Operational Services	
	Number of complaints received	Operational Services	
	Complaint resolution – percentage of Stage 1 complaints answered within 10 working days	Operational Services	
	Complaint resolution – percentage of Stage 2 complaints answered within 20 working days	Operational Services	
	Number of upheld Ombudsman complaints per 100,000 population	Operational Services	Core Cities
Access to Information	Proportion of FOIs responded to within statutory timescales	Organisational Strategy, Performance & Delivery	
	Proportion of SARs responded to within statutory timescales	Organisational Strategy, Performance & Delivery	
	Number of information security incidents (total and type)	Organisational Strategy, Performance & Delivery	
SCC workforce	Sickness absence – proportion of working hours lost due to sickness	HR & Employee Engagement	
	Staff turnover	HR & Employee Engagement	
	Employees who feel proud to work for Sheffield City Council	HR & Employee Engagement	
	A workforce that is representative of the communities we serve	HR & Employee Engagement	

Example Outcome Catalogue and RAG Overview

Outcomes Framework Performance Overview	Measures			
	R	A	G	
A place where all children belong, and all young people can build a successful future		1	14	15
Ensure all children and young people can feel like they can belong and thrive in Sheffield			4	4
Address inequalities for our children and young people and ensuring we are equipped to support them			5	5
Deliver the right care and support to those who need it, at the right time and in the right place		1	2	3
Ensure children and young people are safe across the city			3	3
Great neighbourhoods that people are happy to call home		2	12	14
Increase the availability, quality and range of housing in our neighbourhoods		2	4	6
Ensure more parks and green spaces are high quality and maintained			3	3
High quality neighbourhoods which are clean, green, resilient and safe, and where people can live healthy lives			3	3
Work with communities to improve the places and spaces that make neighbourhoods great places to live and be active			2	2
People live in caring, engaged communities that value diversity and support wellbeing		2	10	12
High quality care and support at the right time and place so people can be independent for longer and live well			4	4
A new approach to community empowerment and engagement, working with our VCFSE partners and through LACs			1	1
Work with communities to ensure people can access support and live the lives they want		2	2	4
Enable everyone to feel valued and supported, tackling inequalities and celebrating the diversity of all our communities			3	3
A creative and prosperous city full of culture, learning, and innovation		1	12	13
Drive growth by supporting Sheffield's dynamic business base and building its global reputation			3	3
Connect more people into the city's prosperity with more good jobs, skills, training and better access to opportunities			4	4
A thriving, liveable and sustainable city centre that plays a major role in our region's economy		1	2	3
A vibrant and diverse culture that animates and inspires Sheffield			3	3
A city on the move – growing, connected and sustainable		2	15	17
More homes for a sustainably growing city with choice, quality and affordability across Sheffield			6	6
Develop a reliable, quick and affordable transport system to power our green growth ambitions			4	4
Drive prosperity and lead global industrial transformation through innovation			3	3
Become a leading city in the journey to a net zero, climate resilient future, creating new opportunities		2	2	4

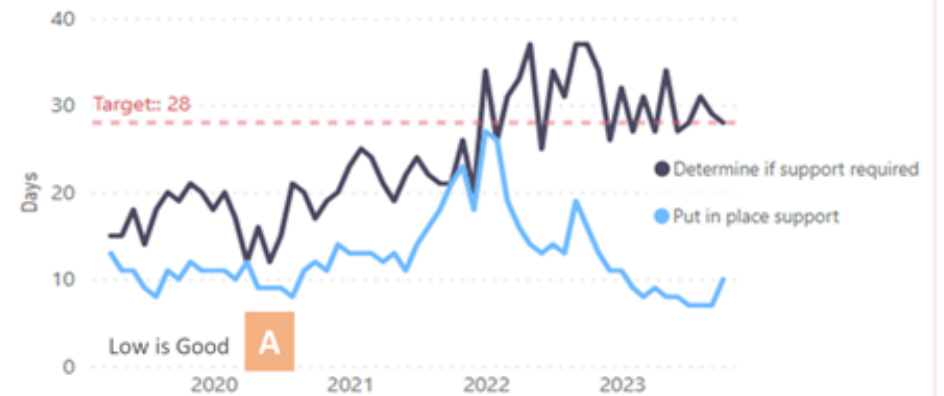
Appendix 4: Examples of Reporting Suite

People live in caring, engaged communities that value diversity and support wellbeing

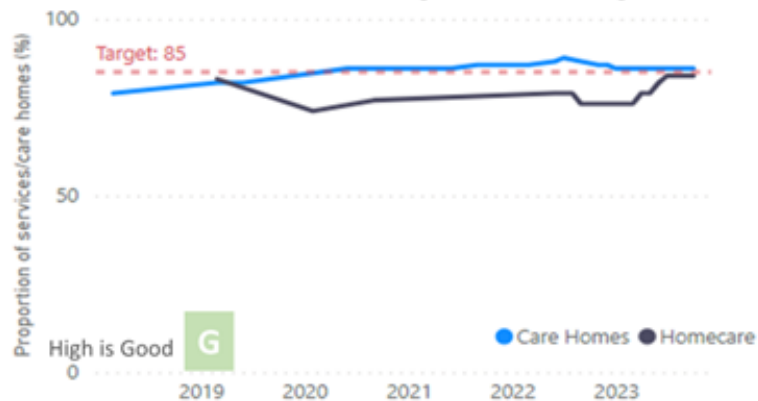
3.11 Proportion of Adult Social Care users who had an annual review



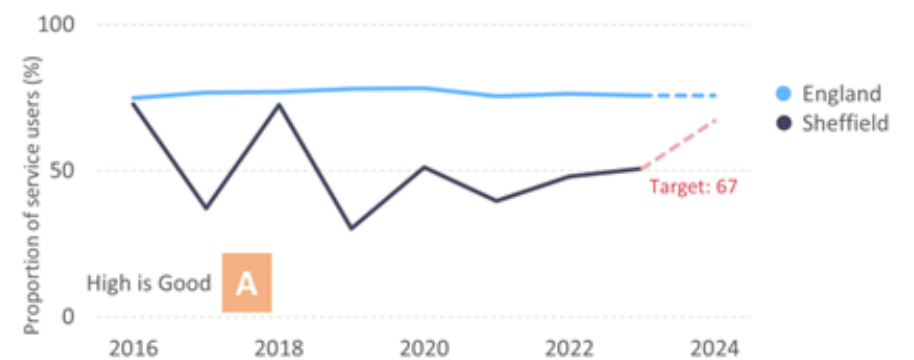
3.12 Adult Social Care timescales (median number of days)



3.13 Care homes and home care rated good or outstanding



3.14 Outcome of short-term services: % not resulting in long term support



3.14 The outcome of short-term services: percentage not resulting in long term support

Service	Strategic Director	Council Plan Priority	Policy Committee
Adult Care & Wellbeing	Alexis Chappell	High quality care and support at the right time and place so people can be independent for longer and stay safe	Adult Health and Social Care

Why is this measure important?

This measures the number of service users who receive short-term services and do not then require long-term support. It provides an indication of level of independence achieved by users of council-funded short-term services and of prevention, as service users' care needs might otherwise develop to the point that they require long-term support.

What targets are we trying to achieve?

Annual targets

Period	Target Value
2024/25	67%

What does good performance look like?

High is good

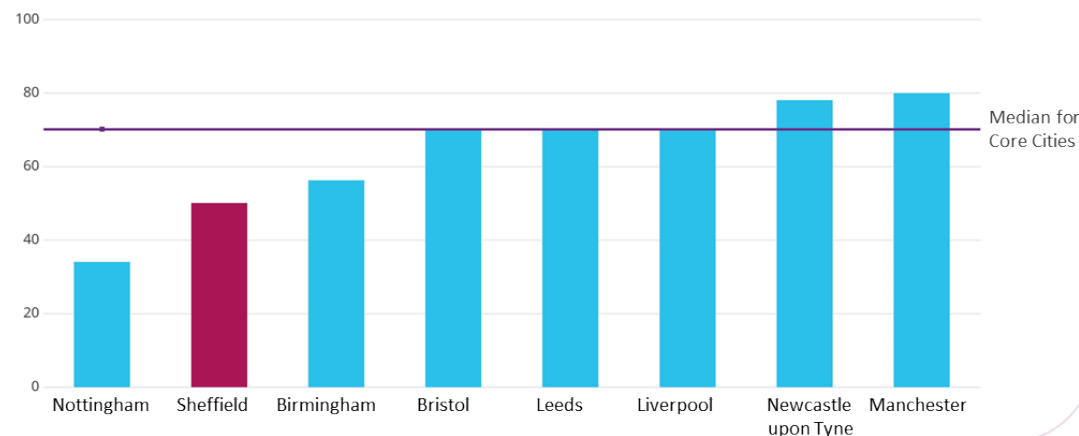
How are we doing?

2023/24 Quarter 3 Commentary

In 2022/23, the proportion of those that received short-term service, where no further request was made for ongoing support afterwards, or support of a lower level, for Sheffield was 50.2%, which was below the Core English Cities median proportion of 70.2%. In Sheffield this was an improvement on the 2021/22 position and if the target is reached this year Sheffield will be only slightly below the current Core Cities median.

An update on actions underway to work towards this target will be provided by the appropriate service

How do we compare?



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