

# Our Council Transitional Committee

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**Thursday 9 December 2021 at 10.00 am**

**Town Hall, Sheffield, S1 2HH**

**The Press and Public are Welcome to Attend**

## **Membership**

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Councillor Dawn Dale  
Councillor Zahira Naz  
Councillor Christine Gilligan  
Councillor Penny Baker  
Councillor Simon Clement-  
Jones  
Councillor Julie Grocutt  
Councillor Bryan Lodge  
Councillor Cate McDonald  
Councillor Colin Ross  
Councillor Kaltum Rivers

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## PUBLIC ACCESS TO THE MEETING

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A copy of the agenda and reports is available on the Council's website at [www.sheffield.gov.uk](http://www.sheffield.gov.uk) . You may not be allowed to see some reports because they contain confidential information. These items are usually marked \* on the agenda.

Members of the public have the right to ask questions or submit petitions to Transitional Committee meetings and recording is allowed under the direction of the Chair. Please see the [website](#) or contact Democratic Services for further information regarding public questions and petitions and details of the Council's protocol on audio/visual recording and photography at council meetings.

PLEASE NOTE: Meetings of the Transitional Committee have to be held as physical meetings. If you would like to attend the meeting, you must register to attend by emailing [committee@sheffield.gov.uk](mailto:committee@sheffield.gov.uk) at least 2 clear days in advance of the date of the meeting. This is necessary to facilitate the management of attendance at the meeting to maintain social distancing. In order to ensure safe access and to protect all attendees, you will be asked to wear a face covering (unless you have an exemption) at all times when moving about within the venue.

It is also recommended that you undertake a Covid-19 Rapid Lateral Flow Test within two days of the meeting. You can order tests online to be delivered to your home address, or you can collect tests from a local pharmacy. Further details of these tests and how to obtain them can be accessed here - Order coronavirus (COVID-19) rapid lateral flow tests - GOV.UK ([www.gov.uk](http://www.gov.uk)). We are unable to guarantee entrance to observers, as priority will be given to registered speakers. Alternatively, you can observe the meeting remotely by clicking on the 'view the webcast' link provided on the meeting page of the website.

If you require any further information please contact Rachel Marshall email [rachel.marshall@sheffield.gov.uk](mailto:rachel.marshall@sheffield.gov.uk)

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**OUR COUNCIL TRANSITIONAL COMMITTEE AGENDA  
9 DECEMBER 2021**

**Order of Business**

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- 1. Welcome and Housekeeping Arrangements**
- 2. Apologies for Absence**
- 3. Exclusion of Public and Press**  
To identify items where resolutions may be moved to exclude the press and public
- 4. Declarations of Interest** (Pages 5 - 8)  
Members to declare any interests they have in the business to be considered at the meeting
- 5. Minutes of Previous Meeting** (Pages 9 - 14)  
To approve the minutes of the meeting of the Committee held on 14<sup>th</sup> October 2021.
- 6. Public Questions and Petitions**  
To receive any questions or petitions from members of the public
- 7. New Corporate Performance Framework** (Pages 15 - 22)  
Report of Director of Policy, Performance and Communications
- 8. Work Plan** (Pages 23 - 24)  
Report of Policy and Improvement Officer

**NOTE: The next meeting of Our Council Transitional Committee will be held on Thursday 13 January 2022 at 4.00 pm**

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## ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

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If you are present at a meeting of the Council, of its executive or any committee of the executive, or of any committee, sub-committee, joint committee, or joint sub-committee of the authority, and you have a **Disclosable Pecuniary Interest (DPI)** relating to any business that will be considered at the meeting, you must not:

- participate in any discussion of the business at the meeting, or if you become aware of your Disclosable Pecuniary Interest during the meeting, participate further in any discussion of the business, or
- participate in any vote or further vote taken on the matter at the meeting.

These prohibitions apply to any form of participation, including speaking as a member of the public.

You **must**:

- leave the room (in accordance with the Members' Code of Conduct)
- make a verbal declaration of the existence and nature of any DPI at any meeting at which you are present at which an item of business which affects or relates to the subject matter of that interest is under consideration, at or before the consideration of the item of business or as soon as the interest becomes apparent.
- declare it to the meeting and notify the Council's Monitoring Officer within 28 days, if the DPI is not already registered.

If you have any of the following pecuniary interests, they are your **disclosable pecuniary interests** under the new national rules. You have a pecuniary interest if you, or your spouse or civil partner, have a pecuniary interest.

- Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner undertakes.
- Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period\* in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.

\*The relevant period is the 12 months ending on the day when you tell the Monitoring Officer about your disclosable pecuniary interests.

- Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority –
  - under which goods or services are to be provided or works are to be executed; and
  - which has not been fully discharged.

- Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.
- Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.
- Any tenancy where (to your knowledge) –
  - the landlord is your council or authority; and
  - the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.
- Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -
  - (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and
  - (b) either -
    - the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or
    - if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

If you attend a meeting at which any item of business is to be considered and you are aware that you have a **personal interest** in the matter which does not amount to a DPI, you must make verbal declaration of the existence and nature of that interest at or before the consideration of the item of business or as soon as the interest becomes apparent. You should leave the room if your continued presence is incompatible with the 7 Principles of Public Life (selflessness; integrity; objectivity; accountability; openness; honesty; and leadership).

You have a personal interest where –

- a decision in relation to that business might reasonably be regarded as affecting the well-being or financial standing (including interests in land and easements over land) of you or a member of your family or a person or an organisation with whom you have a close association to a greater extent than it would affect the majority of the Council Tax payers, ratepayers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the Authority's administrative area, or
- it relates to or is likely to affect any of the interests that are defined as DPIs but are in respect of a member of your family (other than a partner) or a person with whom you have a close association.

Guidance on declarations of interest, incorporating regulations published by the Government in relation to Disclosable Pecuniary Interests, has been circulated to you previously.

You should identify any potential interest you may have relating to business to be considered at the meeting. This will help you and anyone that you ask for advice to fully consider all the circumstances before deciding what action you should take.

In certain circumstances the Council may grant a **dispensation** to permit a Member to take part in the business of the Authority even if the member has a Disclosable Pecuniary Interest relating to that business.

To obtain a dispensation, you must write to the Monitoring Officer at least 48 hours before the meeting in question, explaining why a dispensation is sought and desirable, and specifying the period of time for which it is sought. The Monitoring Officer may consult with the Independent Person or the Council's Audit and Standards Committee in relation to a request for dispensation.

Further advice can be obtained from Gillian Duckworth, Director of Legal and Governance on 0114 2734018 or email [gillian.duckworth@sheffield.gov.uk](mailto:gillian.duckworth@sheffield.gov.uk).

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Our Council Transitional Committee

Meeting held 14 October 2021

**PRESENT:** Councillors Dawn Dale (Chair), Zahira Naz (Chair), Christine Gilligan (Deputy Chair), Penny Baker, Simon Clement-Jones, Peter Garbutt, Julie Grocutt, Bryan Lodge, Cate McDonald and Tim Huggan (Substitute Member)

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**1. APOLOGIES FOR ABSENCE**

1.1 Apologies for absence were received from Councillor Colin Ross and Councillor Tim Huggan attended as the appointed substitute.

**2. EXCLUSION OF PUBLIC AND PRESS**

2.1 No items were identified where resolutions may be moved to exclude the public and press.

**3. DECLARATIONS OF INTEREST**

3.1 There were no declarations of interest.

**4. MINUTES OF PREVIOUS MEETING**

4.1 Minutes of previous meeting held on 7 July 2021 were agreed to be a true record.

**5. INTRODUCTION TO TRANSITIONAL COMMITTEES**

5.1 The Committee received a report of the Policy & Improvement Officer about an introduction to Transitional Committees.

5.2 Present for this item was Alice Nicholson (Policy and Improvement Officer)

5.3 The report provided an update of a briefing to the Governance Committee which set out the role of Transitional Committees this year. It was clarified that they were advisory and temporary with a core focus to improve cross-party engagement working and decision making whilst transitioning to a committee system. It was also explained that whilst the Transitional Committees were temporary, the business being discussed was not and that they were an important way of testing how decision making might work in a committee system from May 2022. . The topics to be covered by Transitional Committees were very important and a high priority for the Co-Operative Executive. It was clarified that Scrutiny

would continue this year and that the Co-Operative Executive was still the decision-making body in this municipal year.

5.4 It was suggested by the Chair to have an opportunity to de-brief after the Transitional Committee meetings and suggestions were invited on how this would best work. It was suggested to use email following committee to allow uptake time following the meeting for thoughts to occur and that a prompt be given by the Chair or Policy and Improvement Officer.

5.5 RESOLVED: That the Committee:-

(a) notes the contents of the report now submitted; and

(b) requests the Policy & Improvement Officer to make arrangements for a debrief following committee meetings.

## **6. OUR APPROACH TO PRIORITY BUDGETING**

6.1 The Chair announced the proposal that an urgent item of business be considered at this point in the proceedings. Council Procedure Rule 26 states that “An item of business may be considered at a meeting of the Council as a matter of urgency, where it has not been possible to give five clear working days’ notice, on the recommendation of the Chair, but the reason for such urgency must be recorded in the minutes. The Chair agreed to the inclusion so as to be in line with all Transitional Committee agendas in this cycle of meetings, giving all members of transitional committees equal opportunity to consider this overarching matter. It was not possible in time available to give appropriate notice and publish with agenda, and it was considered members would be at a disadvantage if not included for consideration.

6.2 Present for this item was Councillor Cate McDonald, (Executive Member for Finance and Resources), Eugene Walker (Executive Director of Resources and Laurie Brennan (Policy and Improvement Officer)

6.3 An introduction was given explaining that a conversation was to be started about priorities and how they were reflected in budget decisions for the future. The financial context was explained in terms of the September budget report to the Co-operative Executive, which set out the potential £40m plus overspend, resulting from the impact of covid pressures on income, planning, leisure but in particular social care and humanitarian issues. It was explained that the recent Government announcement on social care was mainly about the future capping of care fees and has not provided a solution to help with the current pressures and as a result it provides a difficult context for this year’s budget into next. It was stated that these difficulties make it important to have a clear sense of priorities to guide the allocation of budgets and that whilst Transitional Committees were not formally involved in the process, they had an advisory role. Looking forward to next year the budget would be done in a different way and built up through

committees.

6.4 It was explained that the One Year Plan sets out the Co-Operative Executive's ambition to have a 3–5-year corporate plan with priority led budgeting. It was stated that the meeting was an important opportunity to start a conversation about this. It was also suggested that a summary of key priorities could be produced by the Committee and Policy and Improvement Officer and then fed back.

6.5 Members of the Committee raised questions, and the following responses were provided:

- It would be very helpful to get feedback over the next coming months.
- Diminishing resources were being looked at to support key policies and looking how the committee system will work in the future. Also looking at how choices that are made on how money will be spent will work in the future.
- It will be considered how money might also be saved and this will be built into the approach.

6.6 It was stated that it is appreciated that it is early stages of working for the committee. It was suggested that the Policy and Improvement Officer, Alice Nicholson would email members of the Committee to enquire about meeting with the Chair, Councillor Dawn Dale and Alice Nicholson to draw up recommendations for officers.

6.7 RESOLVED: That the Committee:-

(a) notes the information now reported, together with the responses to the questions raised;

(b) thanks Councillor Cate McDonald, Eugene Walker and Laurie Brennan for attending the meeting, and responding to the questions raised and

(c) requests the Policy and Improvement Officer to write to members of the Committee with regards to progressing this work and working on recommendations.

## **7. CUSTOMER EXPERIENCE: IMPROVING OUR CUSTOMER SERVICES**

7.1 Present for this item was Councillor Cate McDonald, Mark Bennett (Director of HR & Customer Services) and Rob Markham (Lead Project Manager).

7.2 It was explained that there was an opportunity with the committee to

focus on improving customer service. Mark Bennett gave a presentation on 'Improving our Customer Services' referring to the range of services delivered, what people in Sheffield have told us, previous efforts, online engagement statistics, what could be done, suggested approaches to improvement, what customer experience could be like, what staff experience could be like, what difference it will make and how it could be measured.

7.3 Members of the Committee raised questions, and the following responses were provided:

- It was acknowledged there are some significant issues around call wait times and performance and that customer expectations have shifted again. It was also acknowledged that there are issues staff turnover, retention and training and induction is taking longer. It was explained that the best way to make a difference to call wait times would be a holistic approach to how the organisation works so that services are designed around the needs of customers and not individual services. It is estimated that 30% of telephone queries are customers calling back to get a progress update on their initial query. It was explained that if volume could be reduced, then it would make a significant positive difference. It was also explained that improvement is needed where customer queries span multiple service areas, and this then would reduce call volumes and wait times. It was clarified that customers will not be forced to use online services if they are not able or confident to do so, but that they should be given the choice as we know many customers want this and as some services are not available, they make a telephone call. It was suggested that clarity and improvement in communication via letters would also be beneficial to reducing call volumes.
- A response was given around data. It was stated that more detail on call volumes across various strands was being provided to the audit and standards committee the following week. This data highlights that performance was currently not where it needs to be, and the challenge is around trying to avoid creating situations where people need to call; making some 'quick fix' improvements whilst at the same time focusing on longer term strategic change. Thoughts from the committee would be welcomed. The upskilling of staff is part of the solution, and the hope is to broaden the range of queries with which staff can deal with. However, it was not feasible to expect staff to be an expert in every field. It was stated that the systems that are already in place are helping in making more information available to call handlers in an intuitive way. It was also stated that it was important to design the way in which systems were used to improve the service.

- If improvements can be made to web and phone contact, staff could then be released to support and deal with queries face to face in First Point. Many councils were already working in this way.
- It was acknowledged that it was difficult to retain staff in the contact centre due to it being an inlet into all areas of the Council. Some work was being done around the apprenticeship routes and career pathways in the contact centre. Recruitment had presented some challenges and a more creative approaches are being used. The latest round of recruitment trialled an approach of 'CV Only' and looking at transferable skills which has been quite successful. A cohort of people had been identified who want to specifically work in customer services.
- In response to a question about the performance of calls dealing with housing repairs, it was stated that the relationship between customer services and repair team is good. There are long term difficult issues to deal with but there are some short-term solutions that are being put in place to reduce current back logs. One example was taking calls over the weekend to reduce a peak in call volumes on a Monday morning which had been implemented.
- It was thought that a clear and consistent set of standards that the whole organisation can understand and work to are needed.
- It was stated that if Members wanted to get more involved in this work and a period of understanding to appreciate the issues from different perspectives would be very helpful and a visit to the call centre could be facilitated. Areas of challenge should be identified in order to work towards solutions. A view from the Committee on this would be welcomed to help produce solutions.

7.4 The outcome of the discussion on this item was summarised as follows:

- The focus of discussion in the meeting was around customer experience and the contact centre.
- There was a suggestion for members to visit the contact centre.
- There was a focus on standards and expectations regarding improvements.
- The importance of data around customer complaints.
- The relationship with housing repairs and maintenance.
- Members were asked to help set out what they feel would be good standards and expectations and finding a good way to do this. It was suggested this could be done in smaller groups or in carefully managed public gathering evidence sessions.
- Members would be asked which of the three areas they would like to consider which were improvements, customer complaints and repairs and maintenance and finding out more on standards.

Other issues related to the budget.

- Members would be asked to produce a list of what they see are key priorities.

7.5 RESOLVED: That the Committee:-

(a) notes the information now reported, together with the responses to the questions raised;

(b) thanks Councillor Cate McDonald, Mark Bennett (Director of HR & Customer Services) and Rob Markham (Lead Project Manager) for attending the meeting, and responding to the questions raised and

(c) requests the Policy and Improvement Officer to write to members of the Committee with regards to their feedback, how Members of the might work together and identifying key priorities in relation improving customer experience.

**8. WORK PLAN AND WAYS OF WORKING**

8.1 The Committee received a report of the Policy and Improvement Officer (Alice Nicholson) on proposed ways of working for the Committee and containing a draft Work Plan for the Committee for 2021/22. It was clarified that ways of working might include smaller groups, a single email which explains options and working virtually.

It was noted that as a committee, meeting in public regulations stated that meetings should be face to face as we were no longer in the period of Covid emergency regulations. However, smaller group meetings might be held virtually and the committee would determine the ways of working.

8.2 RESOLVED: That the Committee notes the contents of the report now submitted, together with the comments made.

**9. PUBLIC QUESTIONS AND PETITIONS**

9.1 There were no public questions or petitions.



## Report to Our Council Transitional Committee 9<sup>th</sup> December 2021

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**Report of:** Director of Policy, Performance and Communications

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**Subject:** New Corporate Performance Framework

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**Author of Report:** [james.henderson@sheffield.gov.uk](mailto:james.henderson@sheffield.gov.uk)

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The purpose of this report is to provide the Committee with an overview of the approach being taken to the development of a new Corporate Performance Framework (CPF) for the organisation and to seek the Committee's views and feedback on the proposed set of measures.

The new CPF is being developed according to the themes, objectives and actions set out in the One Year Plan. It will be organisation wide, encompassing all transitional committees, local area committees (LACs), leadership boards, Corporate Management Team and Portfolio Leadership Teams. It will therefore be one of the main means by which the organisation is held to account.

On this basis, an initial set of CPF measures has been developed. These are shown in the attached document. Some of the measures (highlighted in yellow) are still under development. The aim however has been to focus on key performance indicators linked to broader strategic outcomes, utilising existing mechanisms and data wherever possible. The overall set of measures will be subject to review and revision as the One Year Plan, Local Area Committee Plans and 3-5 year Corporate Plan, develop.

For each measure, work is being undertaken to ensure that:

- There is a high level of data quality both in the construction of the measure and the data that feeds it (i.e. timely, accurate, complete);
- Baseline, targets, trends and comparative information are used to determine what good looks like and to assess progress;
- Progress can be assessed at city-wide level and by individual Local Area Committee.

There will also need to be a two-way consideration of performance in relation to the LACs. The first will be to understand and discuss CPF performance by local area committee and to incorporate this information into individual LAC performance dashboards. The second will be to build LAC priorities into the dashboards, where these cover topics that are not already included in the CPF.

To supplement the CPF, more detailed, topic-specific reports will be produced, based on the One Year Plan. Topics include:

- Children's Improvement Plan
- Community Safety and anti-social behaviour
- Housing repairs and maintenance
- SEND
- Homelessness and rough sleeping
- Adult social care improvement plan
- School attendance and exclusions
- Landlord function
- Early years service
- Waste, fly-tipping, recycling and highways

The format of these reports is for individual service leads to determine but the main issues to be covered include: what good looks like and how we are performing in relation to that; how we compare with other local authorities/nationally; how performance varies across the city; and areas of good practice or risk.

Finally, underpinning the CPF is a set of 'routine' reporting designed to provide a more rounded, balanced scorecard view of organisational performance covering: finance; customer experience; workforce; and business processes (e.g. Information Governance, Risk and Complaints).

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**The Committee is being asked to identify if there are any:**

- additional measures that it would want included in the Corporate Performance Framework
  - other topics or priorities that it would want included in the list of more detailed reports
  - specific organisational issues that it would want included in routine reporting
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Background Papers: Draft Corporate Performance Framework Measures  
Category of Report: OPEN



	Suggested measure(s)	Portfolio	Service	Reportable at LAC level?	Measure level	Data source	Data route	Data already in place?	Contact for data	Further detail
<b>Communities and neighbourhoods</b>										
<b>1. Engaging, enabling and empowering our residents through Local Area Committees</b>										
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.	-Number of LAC plans produced	People	Communities	Yes	Progress	Service	Central system	No		
	-Number of Committees established	People	Communities	Yes	Progress	Service	Central system	No		
<b>2. High quality, safe homes for all our citizens</b>										
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.	-Repairs and maintenance backlog	Place	Transport and Facilities Management	Yes	Standard	Service	Data extract	No	Janet Glass	Allow breakdown by LAC, job type and age of job.
	-% of repairs completed in time	Place	Transport and Facilities Management	Yes	Standard	Service	Data extract	No	Janet Glass	Need to break down by LAC. Could be an issue with the size of the data extract though.
	-Average tenant satisfaction with overall Repairs and Maintenance Service	Place	Transport and Facilities Management	No	Standard	Service	Data extract	No	Janet Glass	To include all Housing customer measures
	-Average tenant score: "How easy did you find it to report your repair?"	Place	Transport and Facilities Management	No	Supporting	Service	Data extract	No	Janet Glass	As above
Continue to invest and build high quality, sustainable Council homes and work to retrofit the existing stock to improve energy sustainability.	-Number of affordable homes built or acquired for council housing	Place	Housing and Neighbourhoods Service	Yes		Service	Central system	Yes	Diane Jones	
	-% of council homes below EPC level "C" at end of period	Place	Housing and Neighbourhoods Service	Yes	Standard	Service	Central system	No	Diane Jones	Central system initially, but would explore possible data extract
Support and protect citizens in the private rented sector, investing in more inspectors for more robust regulation.	-No of persons living in private rented homes made safer by the removal of Category 1 hazards, high scoring Category 2 and statutory nuisances	Place	Housing and Neighbourhoods Service	No	Standard	Service	Central system	No	Diane Jones	If possible - would be good to see breakdown by LAC and type of hazard - will explore if possible
Conducting a programme of checks to ensure all high-rise and high-risk buildings in Sheffield are safe for their residents regardless of tenure.	-Percentage of SCC fire risk assessments completed in target time	Place	Housing and Neighbourhoods Service	Yes	Standard	Service	Central system	No	Diane Jones	Central system initially, but would explore possible data extract
	-Number of Cat 1 / high Cat 2 issues relating to fire safety that have been resolved	Place	Housing and Neighbourhoods Service	No	Standard	Service	Central system	No	Diane Jones	Central system initially, but would explore possible data extract
Support people with routes out of homelessness and rough sleeping with emergency and temporary accommodation in Sheffield.	-Estimated number of rough sleepers in the city	Place	Housing and Neighbourhoods Service	No	Standard	Service	Central system	No		
	-Homelessness duty acceptances per 1,000 households	Place	Housing and Neighbourhoods Service	No	Standard	Service	Central system	Yes		
	-Number of households in Temporary Accommodation	Place	Housing and Neighbourhoods Service	No	Standard	Service	Data extract	Yes	Stephen Wolstencroft	
	-Number of successful prevention and relief outcomes	Place	Housing and Neighbourhoods Service	No	Standard	Service	Data extract	Yes	Stephen Wolstencroft	
<b>3. Neighbourhoods that are clean, green safe and thriving</b>										
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.	-ASB reports per household	People	Communities	Yes	Outcome	Service	Data extract	No		Same as extract used for youth qualifier measure
	-Number of theft offences	People	Communities	Yes	Outcome	Service	Data extract	No		
Work with the Police and local communities to address organised crime.	-Crime stats - need to identify categories related to organised crime	People	Communities	Yes	Outcome	Service	Data extract	No		List of incidents to allow geographical breakdown
Continue to work with communities on plans to regenerate Gleadless Valley and Page Hall.										
Keep our neighbourhoods clean and tidy, giving LACs dedicated budgets to tackle fly tipping and graffiti.	-Fly-tipping reports	Place	Operational Services	Yes	Outcome	Service	Data extract	No	?	
	-Graffiti reports	Place	Operational Services	Yes	Outcome	Service	Data extract	No	?	
	-Average tenant satisfaction that shared staircases, landings and areas around homes are kept clean	Place	Housing and Neighbourhoods Service	No	Standard	Service	Data extract	No	Diane Jones	
	-Response times for fly-tipping and graffiti	Place	Operational Services	Yes	Standard	Service	Data extract	No	?	
Continue to invest in our parks and open spaces working with communities and Friends Groups and continue to deliver our Trees and Woodland Strategy	-% of public open space sites in Sheffield managed to meet the Sheffield Standard	Place	Culture and Environment	Yes	Standard	Service	Central system	No	Helen Taylor	<ul style="list-style-type: none"> <li>Monitoring of sites via Sheffield Standard - coordination of assessments by Quality &amp; Performance Officer (Q&amp;PO)</li> <li>Quarterly reporting by Q&amp;PO</li> <li>Service wide measure</li> <li>Target 21/22 70%</li> </ul>
Build on the good work of the Street Tree Partnership to deliver new street trees and build nature into communities.	-Measure of the proportion of scheduled tree planting completed?	Place	Operational Services	Yes	Standard	Service	Data extract	No	?	
<b>4. Supporting communities as Covid restrictions ease</b>										
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.	-Number of covid cases per 100,000 population	Resources	Policy, Performance and Communications	Yes	Standard	Service	Data extract	Yes	Ian Baxter	
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.	-Percentage of 12+ population who have received two doses of the Covid vaccine	Resources	Policy, Performance and Communications	Yes	Standard	Service	Data extract	No	Ian Baxter	
	-Contact completion rates for SCC contact tracing service	Resources	Policy, Performance and Communications	Yes	Standard	Service	Data extract	No	Alex Westran	
Provide as much help and support as possible to local businesses that have been affected by the pandemic.	-Number of ARG grants provided to businesses	Place	City Growth	No	Standard	Service	Central system	No		
	-Value of ARG grants provided to businesses	Place	City Growth	No	Standard	Service	Central system	No		
<b>5. Supporting young people in Sheffield to develop and flourish</b>										
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.	-First time entrants aged 10-17 into CIS	People	Communities	Yes	Outcome	Service	Central system	No		
	-Number of ASB incidents with a youth qualifier	People	Communities	Yes	Outcome	Service	Data extract	No	Maxine Stavrianakos	I can imagine an ASB extract that would list all cases to allow us to split by geography, but also that would have a flag for youth qualifier.
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.	-Youth Strategy produced	People	Children and Families	-	Progress	Service	Central system	No		
<b>6. Investing in our sport and leisure facilities to support better health and wellbeing</b>										
We will agree a long term investment strategy for modern sport and leisure facilities across the city by the end of 2021	-Visits per 1,000 head of population to SCC-funded sporting venues	Place	Culture and Environment	No	Standard	Service	Central system	Yes	Lisa Bows	
	-Long term sports and leisure facility investment strategy agreed	Place	Culture and Environment	-	Progress	Service	Central system	No	Tammy Barrass	This is a yes/no outcome rather than a performance measure
Consult on new activity strategy for the city.	-Activity Strategy consultation process completed	Place	Culture and Environment	-	Progress	Service	Central system	No	Kate Clark	This is a yes/no outcome rather than a performance measure
	-Number of people taking part in Activity Strategy consultation activities	Place	Culture and Environment	Yes	Supporting	Service	Central system	No	Kate Clark	I'd suggest number of people taking part rather than % of population
<b>Education, health and care</b>										
<b>1. Give everyone the best start in life</b>										

<p>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.</p>	<p>-Percentage of 2 year old children benefitting from funded early learning -Percentage of 3 and 4 year old children benefitting from some free early learning -Early Years Service review completed</p>	<p>People People People</p>	<p>Education and Skills Education and Skills Education and Skills</p>	<p>Yes Yes -</p>	<p>Standard Standard Progress</p>	<p>Service Service Service</p>	<p>Central system Central system Central system</p>	<p>No No No</p>	<p>Mark Pearce Mark Pearce Cathie Tandy?</p>	<p>Termly data available for previous term a few weeks following start of new term. Termly data available for previous term a few weeks following start of new term.</p>
<p><b>2. Support Covid recovery for children and young people</b></p>										
<p>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.</p>	<p>-Proportion of schools that have received training</p>	<p>People</p>	<p>Education and Skills</p>	<p>Yes</p>	<p>Standard</p>	<p>Service</p>	<p>Central system</p>	<p>No</p>		
<p>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</p>	<p>-Proportion of pupils reaching the expected standards in reading at Key Stage 1</p>	<p>People</p>	<p>Education and Skills</p>	<p>Yes</p>	<p>Outcome</p>	<p>Service</p>	<p>Data extract</p>	<p>No</p>	<p>Kate Wilkinson</p>	<p>Attribute to LAC based on pupil residence</p>
	<p>-Proportion of pupils reaching the expected standards in writing at Key Stage 1</p>	<p>People</p>	<p>Education and Skills</p>	<p>Yes</p>	<p>Outcome</p>	<p>Service</p>	<p>Data extract</p>	<p>No</p>	<p>Kate Wilkinson</p>	<p>Attribute to LAC based on pupil residence</p>
	<p>-Proportion of pupils reaching the expected standards in maths at Key Stage 1</p>	<p>People</p>	<p>Education and Skills</p>	<p>Yes</p>	<p>Outcome</p>	<p>Service</p>	<p>Data extract</p>	<p>No</p>	<p>Kate Wilkinson</p>	<p>Attribute to LAC based on pupil residence</p>
	<p>-Proportion of pupils reaching the expected standards in reading, writings and maths at Key Stage 2</p>	<p>People</p>	<p>Education and Skills</p>	<p>Yes</p>	<p>Outcome</p>	<p>Service</p>	<p>Data extract</p>	<p>No</p>	<p>Kate Wilkinson</p>	<p>Attribute to LAC based on pupil residence</p>
	<p>-Proportion of pupils achieving 9-5 pass in English and maths at Key Stage 4</p>	<p>People</p>	<p>Education and Skills</p>	<p>Yes</p>	<p>Outcome</p>	<p>Service</p>	<p>Data extract</p>	<p>No</p>	<p>Kate Wilkinson</p>	<p>Attribute to LAC based on pupil residence</p>
<p>Continue to work with education settings to ensure that children have access to connected devices they need to learn remotely</p>	<p>-Proportion of children with connected devices allowing them to learn remotely</p>	<p>People</p>	<p>Education and Skills</p>	<p>Yes</p>	<p>Standard</p>	<p>Service</p>	<p>Central system</p>	<p>No</p>		
<p>Work with schools, Further Education and youth services to ensure that young people have post-16 educational, employment and training opportunities.</p>	<p>-Proportion of 16-17 year olds NEET or 'not known'</p>	<p>People</p>	<p>Education and Skills</p>	<p>Yes</p>	<p>Outcome</p>	<p>Service</p>	<p>Data extract</p>	<p>No</p>	<p>Dan Rice</p>	<p>Possibly the same as the NEETs data</p>
	<p>-% of 16-17 year olds taking up an apprenticeship</p>	<p>People</p>	<p>Education and Skills</p>	<p>Yes</p>	<p>Outcome</p>	<p>Service</p>	<p>Data extract</p>	<p>No</p>	<p>Dan Rice</p>	<p>I think I've used this data before, but wasn't able to find it this time. Some assistance would be appreciated.</p>
<p><b>3. We strive to be an exemplar in children's services and support our Children Looked After to achieve their full potential</b></p>										
<p>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</p>	<p>-Total number of cases open to children's social care</p>	<p>People</p>	<p>Children and Families</p>	<p>No</p>	<p>Standard</p>	<p>Service</p>	<p>Data extract</p>	<p>No</p>	<p>Rob Campbell</p>	
	<p>-Number of children's social workers with caseloads in excess of the threshold.</p>	<p>People</p>	<p>Children and Families</p>	<p>No</p>	<p>Standard</p>	<p>Service</p>	<p>Data extract</p>	<p>No</p>	<p>Rob Campbell</p>	
	<p>-Number of children's social worker vacancies</p>	<p>People</p>	<p>Children and Families</p>	<p>No</p>	<p>Supporting</p>	<p>Service</p>	<p>Central system</p>	<p>No</p>	<p>Paul Burlaga</p>	
	<p>-Sickness absence rate for children's social workers</p>	<p>People</p>	<p>Children and Families</p>	<p>No</p>	<p>Supporting</p>	<p>HR</p>	<p>Data extract</p>	<p>No</p>	<p>Paul Burlaga</p>	<p>Could ask for this to be added to the current HR data extract</p>
	<p>-% of assessments completed within timescale</p>	<p>People</p>	<p>Children and Families</p>	<p>No</p>	<p>Standard</p>	<p>Service</p>	<p>Central system</p>	<p>No</p>	<p>Rob Campbell</p>	<p>Sheffield Social Care Assessment for social workers to assess whether a child is 'in need' (Section 17, Children Act 1989) or 'at risk of significant harm' (Section 47, Children Act 1989).</p>
	<p>-% of children currently subject to child protection plan with up to date visits</p>	<p>People</p>	<p>Children and Families</p>	<p>No</p>	<p>Standard</p>	<p>Service</p>	<p>Central system</p>	<p>No</p>	<p>Rob Campbell</p>	<p>Excludes those looked after children who are also subject to a CP plan</p>
	<p>-Number of Children Looked After</p>	<p>People</p>	<p>Children and Families</p>	<p>Yes</p>	<p>Standard</p>	<p>Service</p>	<p>Central system</p>	<p>No</p>	<p>Rob Campbell</p>	<p>Reportable at LAC level using current home or placement address of child (as opposed to address on entering care), subject to initial checking that way of doing it is appropriate</p>
	<p>-Number of children subject to a Child Protection Plan</p>	<p>People</p>	<p>Children and Families</p>	<p>Yes</p>	<p>Standard</p>	<p>Service</p>	<p>Central system</p>	<p>No</p>	<p>Rob Campbell</p>	
	<p>-Number of Children In Need</p>	<p>People</p>	<p>Children and Families</p>	<p>Yes</p>	<p>Standard</p>	<p>Service</p>	<p>Central system</p>	<p>No</p>	<p>Rob Campbell</p>	
<p>Support more children and families at an earlier stage to prevent issues escalating.</p>	<p>-Number of referrals to children's social care</p>	<p>People</p>	<p>Children and Families</p>	<p>Yes</p>	<p>Standard</p>	<p>Service</p>	<p>Central system</p>	<p>No</p>	<p>Rob Campbell</p>	
<p>Be an exemplar corporate parent by taking a whole organisation approach to giving our Children Looked After the opportunities to reach their potential</p>	<p>-Proportion of care leavers aged under 21 who are in Education, Employment or Training</p>	<p>People</p>	<p>Education and Skills</p>	<p>No</p>	<p>Standard</p>	<p>Service</p>	<p>Data extract</p>	<p>No</p>	<p>Rob Campbell</p>	<p>Need to develop a spreadsheet containing all the attainment measures to avoid having to create a large number of measures in the system</p>
<p><b>4. Deliver effective, person-focused SEND services</b></p>										
<p>We will build better relationships with parents, deliver EHCs within timescales, increase SEND places across the city and improve the transition to adulthood for more learners.</p>	<p>-Proportion of new EHC Plans issued within 20 weeks</p>	<p>People</p>	<p>Education and Skills</p>	<p>Yes</p>	<p>Standard</p>	<p>Service</p>	<p>Central system</p>	<p>Yes</p>	<p>Jeremy Hamm</p>	
	<p>-Proportion of young people aged 16-25 with EHC plans NEET / not known</p>	<p>People</p>	<p>Education and Skills</p>	<p>No</p>	<p>Standard</p>	<p>Service</p>	<p>Data extract</p>	<p>No</p>	<p>Dan Rice</p>	<p>Tie in with other NEETs data</p>
	<p>-SEND school places</p>	<p>People</p>	<p>Education and Skills</p>	<p>Yes</p>	<p>Standard</p>	<p>Service</p>	<p>Data extract</p>	<p>No</p>	<p>Jeremy Hamm</p>	<p>We are discussing the best way to measure this. Would be helpful to understand if there interest is in capacity or sufficiency?</p>
<p><b>5. Reduce exclusion in all its forms</b></p>										
<p>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.</p>	<p>-Total primary school absence: % of sessions missed</p>	<p>People</p>	<p>Education and Skills</p>	<p>Yes</p>	<p>Outcome</p>	<p>Service</p>	<p>Data extract</p>	<p>No</p>	<p>Kate Wilkinson</p>	<p>Allow breakdown by area and school</p>
	<p>-Total secondary school absence: % of sessions missed</p>	<p>People</p>	<p>Education and Skills</p>	<p>Yes</p>	<p>Outcome</p>	<p>Service</p>	<p>Data extract</p>	<p>No</p>	<p>Kate Wilkinson</p>	<p>Allow breakdown by area and school</p>
	<p>-Total special school absence: % of sessions missed</p>	<p>People</p>	<p>Education and Skills</p>	<p>Yes</p>	<p>Outcome</p>	<p>Service</p>	<p>Data extract</p>	<p>No</p>	<p>Kate Wilkinson</p>	<p>Allow breakdown by area and school</p>
	<p>Rate of fixed-term exclusion incidents per pupil in primary schools</p>	<p>People</p>	<p>Education and Skills</p>	<p>Yes</p>	<p>Outcome</p>	<p>Service</p>	<p>Data extract</p>	<p>No</p>	<p>Kate Wilkinson</p>	<p>Allow breakdown by area and school</p>
	<p>Rate of fixed-term exclusion incidents per pupil in secondary schools</p>	<p>People</p>	<p>Education and Skills</p>	<p>Yes</p>	<p>Outcome</p>	<p>Service</p>	<p>Data extract</p>	<p>No</p>	<p>Kate Wilkinson</p>	<p>Allow breakdown by area and school</p>
	<p>Rate of fixed-term exclusion incidents per pupil in special schools</p>	<p>People</p>	<p>Education and Skills</p>	<p>Yes</p>	<p>Outcome</p>	<p>Service</p>	<p>Data extract</p>	<p>No</p>	<p>Kate Wilkinson</p>	<p>Allow breakdown by area and school</p>
<p>Work with schools to reduce exclusion through tackling the causes and delivering rapid improvements to inclusion.</p>	<p>Rate of permanent exclusion incidents per pupil in primary schools</p>	<p>People</p>	<p>Education and Skills</p>	<p>Yes</p>	<p>Outcome</p>	<p>Service</p>	<p>Data extract</p>	<p>No</p>	<p>Kate Wilkinson</p>	<p>Allow breakdown by area and school</p>
	<p>Rate of permanent exclusion incidents per pupil in secondary schools</p>	<p>People</p>	<p>Education and Skills</p>	<p>Yes</p>	<p>Outcome</p>	<p>Service&lt;/</p>				

Invest in Occupational Therapists, Social Workers and Enablement Support, and Commissioning Support to enable people to live more actively and independently	-Adult Social Care - average allocated caseload per worker	People	Adult Health and Social Care	No	Standard	Service	Data extract	No	Simon Aldwinckle	
	-Median number of days taken to carry out assessments to determine if support is required	People	Adult Health and Social Care	Yes	Standard	Service	Central system	Yes		
	-Median number of days taken to put services in place following the assessment	People	Adult Health and Social Care	Yes	Standard	Service	Central system	Yes		
	-% of service users who have had an annual review	People	Adult Health and Social Care	Yes	Standard	Service	Data extract	No	Simon Aldwinckle	Possibility to breakdown further by package size?
	-Total number of Adult Social Care users	People	Adult Health and Social Care	Yes	Standard	Service	Data extract	No	Giles Robinson	Tie into work done by Giles Robinson
Review our homecare services that we are delivering support that enables people to live independently at home in Sheffield	-Average weekly cost of Adult Social Care package	People	Adult Health and Social Care	Yes	Standard	Service	Data extract	No	Giles Robinson	Tie into work done by Giles Robinson
	-Proportion of older people living at home 91 days after discharge into reablement/rehab services	People	Adult Health and Social Care	No	Standard	Service	Central system	Yes		
	-% of s42 enquiries completed in 28 days	People	Adult Health and Social Care	?	Standard	Service	Central system	No		
Improve our approach to transition of young people from children services to adult services 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.	- Number of council-supported adults whose long-term support needs were met by a change of setting to residential and nursing care during the year (excluding transfers between residential and nursing care), as a rate per 100,000 population.	People	Adult Health and Social Care	Yes	Standard	Service	Central system	No		
	-% of Delayed Transfers of Care	People	Adult Health and Social Care	No	Outcome	Service	Data extract	No	?	Can use numbers supplied by NHS in their weekly extracts
<b>Climate change, economy and development</b>										
<b>1. Set out our Pathway to Net Zero and take immediate steps to reduce carbon emissions in Sheffield</b>										
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 emergency 10-point plan published	Place	City Growth	-	Progress	Service	Central system	No		
	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.	-Proportion of journeys made by foot or bicycle	Place	City Growth	No	Outcome	Service	Data extract	No	?
-Proportion of SCC buildings with a minimum of D rating for energy efficiency		Place	Transport and Facilities Management	Yes	Standard	Service	Data extract	No	?	Should show location
-Sheffield carbon dioxide emissions estimate		Place	City Growth	No	Outcome	BEIS	Data extract	No	Ben A	
-Progress of SCC fleet replacement programme		Place	Transport and Facilities Management	No	Standard	Service	Central system	No		
Assess every key decision we make for its impact on climate change.	-Proportion of decisions made that have a completed Environmental Impact Assessment	Place	Legal and Governance	No	Standard	Service	Central system	No		
	<b>2. Supporting city and local centre recovery and regenerating high streets</b>									
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.	-Recovery fund - number of projects supported	Place	City Growth	Yes	Standard	Service	Central system	No		
	-Recovery fund - % of budget spent	Place	City Growth	Yes	Standard	Service	Central system	No		
	-Stocksbridge Town Fund - number of Business Cases submitted to Government by 31/03/22	Place	City Growth	No	Standard	Service	Central system	No		
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.	- Number of vacant units brought back into use since April 2021	Place	City Growth	Yes	Outcome	Service	Data extract	No	?	Needs to show location to split by LAC
	-City Centre plan published	Place	City Growth	-	Progress	Service	Central system	No		
<b>3. Supporting Sheffield businesses to recover and grow</b>										
We will work with businesses to deliver the Business Recovery Plan	-Unemployment rates	Place	City Growth	Yes	Outcome	Nomis	Data extract	No	Ben A	Performance Team to extract
	-No. of initiatives developed and delivered in response to BRP	Place	City Growth	?	Standard	Service	Central system	No		
Provide the advice and support that Sheffield businesses need to recover, increase productivity and grow.	-New job postings in Sheffield	Place	City Growth	No	Outcome	Service	Central system	Yes		
	-Number of businesses engaging with Business Sheffield	Place	City Growth	No	Standard	Service	Central system	No		
Support more people to start new businesses in Sheffield	-Number of business start-ups	Place	City Growth	No	Outcome	ONS	Data extract	No	Ben A	Performance Team to extract
	-Need measures of activity from service	Place	City Growth	No	Standard					
Continue to support the development of the Advanced Manufacturing Innovation District	-No. of businesses engaged with the Low Carbon Business Support project	Place	City Growth	?	Standard	Service	Central system	No		
	-Number of SMEs supported to recruit local talent	Place	City Growth	No	Standard	Service	Central system	No		
<b>4. Tackle harmful pollution and improve the safety of the air we breathe</b>										
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.	-Approval of the CAZ plan by Cooperative Executive in line with our Legal Direction by Jan 2022	Place	City Growth	-	Progress	Service	Central system	No		
	-Air Quality Levels: a) PM10	Place	City Growth	No	Standard	Service	Central system	Yes		
	-Air Quality Levels: b)NO2	Place	City Growth	No	Standard	Service	Central system	Yes		
Work with bus companies to retrofit existing buses to the cleanest Euro 6 standards and address bus idling at key hotspots.	-Proportion of buses operating in Sheffield that meet the Euro 6 standards	Place	City Growth	-	Standard	Service	Central system	No		
	-% completion of the Clean Bus Technology Fund retrofit programme	Place	City Growth	-	Standard	Service	Central system	No		
	-Number of bus companies taking action on idling	Place	City Growth	-	Standard	Service	Central system	No		
<b>5. Secure a sustainable future for public transport in the city</b>										
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.	-Public transport patronage - bus, tram and train	Place	City Growth	-	Outcome	SYPT	Data extract	Yes	Mark Cowling	Sent to Ben A each month
	-Completed consultation exercises for Connecting Sheffield programme	Place	City Growth	-	Progress	Service	Central system	No		
Consult on improvements to the city's bus network to encourage more people to use public transport in the city.	-Long term vision for Supertram produced	Place	City Growth	-	Progress	Service	Central system	No		
	-Securing funding to support the major maintenance of Supertram - Phase 1 CRSTS	Place	City Growth	-	Progress	Service	Central system	No		
<b>6. Deliver high quality, sustainable homes, working with the best developers</b>										
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.	-Publication of a draft Local Plan in 2022 for public consultation	Place	City Growth	-	Progress	Service	Central system	No		
<b>7. Vibrant arts and culture for every part of the city</b>										

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.	-Visits per 1,000 head of population to SCC-funded cultural venues	Place	Culture and Environment	No	Standard	Service	Central system	Yes	Lisa Bows	NB: we should note that the number of funded venues has decreased from 5 to 3 compared with recent years – one merger, one having funding ceased. Therefore, visits will not be on a like-for-like basis, even before factoring in Covid
	-Number of Grants funded by ARG to the Culture/Arts sector	Place	City Growth	No	Standard	Service	Central system	No		
<b>8. Skills and employment</b>										
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	-Future skills strategy developed	People	Education and Skills	-	Progress	Service	Central system	No		
Support people furthest from the labour market to get the skills and advice they need to get back into work.	-Claimant count	Place	City Growth	Yes	Outcome	Nomis	Data extract	Yes	Ben A	
	-% adults in contact with secondary MH services in paid employment	People	Adult Health and Social Care	No	Outcome	Service	Central system	No		
Support young people with 500 new apprenticeships, targeted support to those most at risk of being NEET.	-% adults with LD known to SCC in paid employment	People	Adult Health and Social Care	Yes	Outcome	Service	Central system	No		
	-Number of apprenticeships delivered	People	Communities	?	Standard	Service	Central system	No		
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.	-Job growth in high GVA sectors	Place	City Growth	No	Outcome	Nomis	Data extract	No	Ben A	
	-GDP	Place	City Growth	No	Outcome	ONS	Data extract	No	Ben A	
	-Net job growth	Place	City Growth	No	Outcome	Nomis	Data extract	No	Ben A	
	-Proportion of workforce qualified to NVQ level 3	People	Education and Skills	No	Outcome	Nomis	Data extract	No	Ben A	Ben A to extract from Nomis
	-Number of jobs at occupational levels 1-3	Place	City Growth	No	Outcome	Nomis	Data extract	No	Ben A	
	-Percentage of working age population with no qualifications	People	Education and Skills	No	Outcome	Nomis	Data extract	No	Ben A	Ben A to extract from Nomis
<b>Our council</b>										
<b>1. Involve our citizens in the decisions that affect them and their communities</b>										
We will implement the new Local Area Committees, giving power back to our communities 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. 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.	-Responses to Big City Conversation per 1,000 population	People	Communities	Yes	Standard	Service	Central system	No		
<b>2. Support our diverse communities in recovering from the impact of Covid by taking visible action to fight poverty and inequality</b>										
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.	-Proportion of new starters who are BAME -Proportion of leavers who are BAME -Proportion of employees on senior grades who are BAME	Human Resources Human Resources Human Resources		- - -	Standard Standard Standard	Service Service Service	Data extract Data extract Data extract	No No Yes	Andy Duffin Andy Duffin Paul Burlaga	
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.	The total number of community support grants administered	Resources	Business Change and Information Solutions	?	Standard	Service	Data extract	No	Keith Leyland	
	The total value of community support grants administered	Resources	Business Change and Information Solutions	?	Standard	Service	Data extract	No	Keith Leyland	
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 Work with the city's public institutions (e.g. universities), maximising the impact of the money we spend on creating sustainable local jobs, better incomes and sustainable local supply chains.	-Summit held with key actions agreed -Median weekly wage -Need a measure of activity here	Resources Place Place	Policy, Performance and Communications City Growth City Growth	- No ?	Progress Outcome ?				Ben A	
<b>3. 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</b>										
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.										
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	-SCR investment strategy agreed -SCR employment rate -SCR claimant count	Place Place Place	City Growth City Growth City Growth	No No No	Outcome Outcome Outcome	Service Nomis	Central system Data extract	No No	Ben A Ben A	
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. 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.	-Agreement of the Asset Management plan -Need a defined measure here	Place Place	City Growth City Growth	- ?	Progress ?	Service	Central system	No		
<b>4. A city council that is well-run, connected to communities and committed to excellence</b>										
We will establish a robust performance approach and culture in the organisation to drive improvement, accountability and deliver better services for Sheffielders.	-Proportion of performance measures that are up to date -Proportion of performance measures that have completed metadata	Resources	Policy, Performance and Communications Policy, Performance and Communications	- -	Standard Standard	Service	Central system Data extract	No No	Ben A	Use the metadata storage system to work this out.
Improve the ways in which people can get in touch with the council and improve the experience that they have when they do.	-% Contact Centre calls answered	Resources	Customer Services	-	Standard	Service	Data extract	Yes	Corleen Bygraves-Paul	
	-Contact Centre average call waiting time	Resources	Customer Services	No	Standard	Service	Data extract	Yes	Corleen Bygraves-Paul	
	-Customer satisfaction with Customer Services	Resources	Customer Services	No	Standard	Service	Central system	Yes		
Overhaul our complaints process so that customers are able to challenge and help us drive improvement in all our services.	-Total complaints received	Resources	Customer Services	Yes	Standard	Service	Data extract	No	Corleen Bygraves-Paul	
	-% problems resolved within three working days	Resources	Customer Services	Yes	Standard	Service	Central system	No		
	-% cases where service improvement/remedies recorded	Resources	Customer Services	Yes	Standard	Service	Central system	No		
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. 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.	-Proportion of staff who have had a PDR within the past 12 months.	Resources	Human Resources	-	Standard	Service	Data extract	No	Paul Burlaga	Need to modify existing data extract
<b>5. A city council that is ready for the future</b>										
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. Have an LGA Peer Review in late 2021.										
Introduce a programme of carbon literacy training for Members and key council staff.	-Proportion of identified staff members who have completed the carbon literacy training	Resources	Human Resources	-	Standard	Service	Data extract	No	Andy Duffin	Ask for this to be added to existing report

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.

-Comparison of protected characteristics profile between SCC and Sheffield  
-Profile of new starters and leavers split by protected characteristics

Resources Human Resources

-

Standard

Service

Data extract

No

Paul Burlaga

Have got the SCC info, but not for Sheffield

Resources Human Resources

-

Standard

Service

Data extract

No

Andy Duffin

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## Report to Our Council Transitional Committee

9<sup>th</sup> December 2021

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**Report of:** Policy & Improvement Officer

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**Subject:** Draft Work Plan

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**Author of Report:** [alice.nicholson@sheffield.gov.uk](mailto:alice.nicholson@sheffield.gov.uk)

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Transitional Committees are being introduced to provide an early opportunity for Members to work on a cross party basis, advising the Executive in advance of decisions being made, as we make the transition to a Committee System in 2022/23. Transitional Committees are advisory to the Co-operative Executive, and the workplans should focus on key topics for the administration, aligned to the One Year Plan; and are achievable within the capacity of Transitional Committees – approximately 6 meetings during 2021/22.

The draft work plan here sets out topics, workstreams in the policy areas under the remit of the Committee. The Committee have agreed ways of working for two workstreams already, a third topic is subject of the meeting today and it is open to the Committee to consider how you might carry out further work on this within the municipal year. The work plan is a living document and will come to each meeting of the Transitional Committee for consideration and discussion.

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**The Committee is being asked to:**

Consider, comment, and inform ways of working on the draft work plan for the Our Council Transitional Committee.

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Background Papers: none

Category of Report: OPEN

**Transitional Committee 1 – Our Council**

**Meeting Dates 2021: 14th October @ 4:00pm; 11th November @ 4:00pm; 9th December @10:00am**

**Chair: Zahira Naz & Dawn Dale. Deputy: Christine Gilligan-Kubo**

**Exec Members: Terry Fox, Julie Grocutt, Cate McDonald**

**Senior Lead Officer: Eugene Walker, Executive Director of Resources**

**Draft Work Plan**

Our Future Approach to Priority Budgeting	Discussion on longer term priorities that will inform priority based budgets.	Considered October 14 <sup>th</sup> meeting – agreed a One-off meet with Chair (and policy support) to decide what these priorities could be within remit of Committee
Customer Experience	To advise on how we can deliver the One Year Plan commitment to improve customer experience.  Initial briefing session on aims, objectives, progress and priorities re Customer Experience Programme – leading to development of Committee’s focus and approach.	Considered October 14 <sup>th</sup> meeting – committee agreed workgroups running alongside each other on 3 areas of customer service, with an overarching ask for members to define standards and expectations of customer service. Three areas of focus: 1. Revenue and Benefits, including improvements to debt pathway 2. Housing Repairs and Maintenance, what is the journey to getting a repair done 3. Customer Service Experience, starting with customer complaints data
Performance Management	To advise on how we can deliver the One Year Plan commitment to establish a robust performance approach and culture in the organisation to drive improvement, accountability and deliver better services for Sheffielders.	<b>November 11th meeting</b>

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