



## Report to Policy Committee

**Author/Lead Officer of Report:** *Nicola McHugh, Business Intelligence & Performance Manager*

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**Report of:** *James Henderson, Director of Policy, Performance and Communications*  
**Report to:** *Strategy and Resources Committee*  
**Date of Decision:** *30<sup>th</sup> August 2022*  
**Subject:** *Corporate Performance Reporting 2021/22*

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

### **Purpose of Report:**

Report describes the approach to corporate performance reporting, an overview of performance against the One Year Plan during 2021/22 and an overview of the transition to performance monitoring of the Delivery Plan.

**Recommendations:**

That Strategy and Resources Committee receive regular reports providing an overview of performance against the organisation's key priorities. This should describe performance challenges, interventions taken, and the results of changes made.

That all policy committees including Strategy and Resources Committee should receive performance reports about services within their remit and should consider undertaking more detailed scrutiny of any areas of identified under-performance. In line with the Delivery Plan, it is recommended that Strategy and Resources Committee requires setting of appropriate targets for all performance measures.

**Background Papers:**

Appendix 1 – One Year Plan Measures Performance Measures, and Action and Progress Commitments

Appendix 2 – Q4 2021/22 Performance Report

<b>Lead Officer to complete:-</b>	
1	<p>I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.</p> <p>Finance: <i>Ryan Keyworth – Director of Finance and Commercial Services</i></p> <p>Legal: <i>Gillian Duckworth – Director of Legal and Governance</i></p> <p>Equalities &amp; Consultation: <i>Laurie Brennan – Head of Policy and Partnerships</i></p> <p>Climate: <i>Will Stewart – Director of Investment, Climate Change and Planning</i></p>
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>
2	<p><b>SLB member who approved submission:</b> <i>Kate Josephs, Chief Executive</i></p>
3	<p><b>Committee Chair consulted:</b> <i>Cllr Terry Fox, Strategy and Resources Committee Chair</i></p>
4	<p>I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.</p> <p><b>Lead Officer Name:</b> <i>Nicola McHugh</i>      <b>Job Title:</b> <i>Business Intelligence &amp; Performance Manager</i></p> <p><b>Date:</b> <i>19<sup>th</sup> August 2022</i></p>

## **PERFORMANCE MANAGEMENT REPORTING**

1. This report sets out an overview of our approach to corporate performance management and our ambitions for the longer term in becoming a more performance-focused organisation to ensure that the activities of the Council are improving outcomes for the city of Sheffield.
2. It also sets out how our approach has been applied to the One Year Plan, with the aim of providing assurance to the Committee that performance is being effectively monitored, reported and challenged in a timely way.

## **IMPORTANCE OF PERFORMANCE MANAGEMENT TO SHEFFIELD CITY COUNCIL**

3. We want SCC to have a strong sense of purpose, focused on making Sheffield a brilliant city, delivering our Strategic Goals and a prioritised set of outcomes that will be set out in our Corporate Plan. Having a robust performance culture at every level of SCC – from Members and the senior leadership team to every single member of SCC staff – is a vital component in ensuring that we are one team in which everyone knows their role, knows how they are performing and can be supported by their manager to be high achieving employees for the city
4. Performance management plays a critical role both in longer term strategic planning but also in day-to-day operational delivery. It should help us to understand our progress in delivering Member priorities and services to citizens by spotting and understanding issues of underperformance and what is causing them and most importantly, enable Sheffielders and Councillors to hold SCC to account for delivering for the city.
5. We have a corporate performance framework in place that assures organisational performance against our priorities but this should not be the only vehicle by which assurance is undertaken. If we are to truly create a performance culture that is embedded throughout the organisation, performance must be collectively and individually owned from Members through to services and down to individual officers.
6. We recognise that there is more work to be done in improving the ownership and management of performance and our focus over the next 12 months will be to ensure that performance management is embedded throughout the organisation and at all levels; from the Delivery Plan, to individual Committees through the Performance and Delivery Leadership Board, service plans and individual employee performance development plans.
7. We want to use performance information to assure ourselves on those holistic organisational outcomes that cross service boundaries and make sure that there is clear accountability for achieving those. As part of this we need to ensure cohesion with other performance frameworks that are in use such as the Public Health Outcomes Framework (PHOF).
8. We recognise the importance of including qualitative measures that reflect the voices and lived experiences of our citizens. We will capture and measure these through consultation and engagement, and the work of our Local Area Committees.

## BACKGROUND TO PERFORMANCE MANAGEMENT FRAMEWORK

9. The full performance cycle extends beyond simply measuring and reporting, to encompass a process of assurance and continuous improvement. The Corporate Performance Framework has followed this 'plan, measure, report and review' approach (Figure 1). A successful Corporate Performance Framework provides good quality information and insight to describe how well services are being delivered in respect to timeliness, targets and the quality of the service provided. This provides assurance, facilitates and informs mature performance conversations at the appropriate level and identifies, and monitors actions to sustain and improve performance.



*Figure 1: The Performance Management Cycle*

10. The current Corporate Performance Framework was developed during late 2021 and has been in active use since February 2022. It has two elements; the Corporate Performance Report and the One Year Plan Progress Tracker. Both are structured around the themes, objectives and actions set out in the One Year Plan making it possible to track key performance indicators and progress against these commitments. The framework reaches council-wide, bringing together a large proportion of service delivery and activity undertaken by SCC, and it is therefore a central means by which the organisation is held to account. However, where functions and services do not feature strongly in the One Year Plan more detailed performance information continues to be monitored and reviewed by individual services, this should be reported to, and monitored by the relevant policy committee.

## ROLE OF COMMITTEES IN PERFORMANCE MANAGEMENT

11. This is the first-time corporate performance has been brought to the Strategy and Resources Committee. It is anticipated that going forward regular reporting schedules

will be established. Performance reporting for Strategy and Resources Committee should go hand-in-hand with detailed service specific reporting and deeper dives into performance challenges provided for each of the individual policy committees.

## **MEASURING AND REPORTING OF THE ONE YEAR PLAN**

12. The One Year Plan identified what we wanted to achieve (outcomes), it ensured there was focus on those activities and resources required to progress towards those outcomes and performance monitoring enabled us to measure and review this progress.
13. An overview of performance against the One Year Plan in 2021/22 is set out and includes both challenges and successful delivery of outcomes and achievements.
14. A set of 128 performance measures and 80 action and progress commitments have been developed to give the full understanding of organisational performance against the One Year Plan. These are shown in the attached document (Appendix 1). To measure progress against the One Year Plan there are two linked reporting tools: the Corporate Performance Report and the One Year Plan progress tracker. These are described below:

## **CORPORATE PERFORMANCE REPORT**

15. This report maintains a focus on key performance indicators linked to broader strategic outcomes set out in the One Year Plan. Underpinning the key performance indicators are a set of 'foundational' measures designed to provide a more rounded view of organisational performance covering workforce; business processes, e.g. information governance, complaints, health and safety; and customer services. All measures should be high quality, with baselines, targets, trends and comparative information to determine 'what good looks like' and to assess progress against this. Whilst significant progress has been made to put these elements of the performance measures in place some aspects, such as targets for every measure are incomplete, therefore, this remains an area of continued focus during the coming year. Where possible, progress should be assessed at city-wide level and by individual Local Area Committee. Information should also be available for different groups of people (e.g. disabled people or people from black or minoritised ethnic backgrounds).
16. Measures included in the Corporate Performance Framework have been assessed for their quality against six areas:
  1. Relevance - How well does the measure relate to the statement in the One Year Plan?
  2. Timeliness - Is the measure updated frequently and/or in a timely enough fashion to provide useful insights for decision-makers?
  3. Data quality - To what extent can the data be relied upon to represent the true situation?
  4. Accountability - Is there an identified person or team responsible for delivering the measure?
  5. Comparability - Is it possible to compare performance on the measure with other local authorities or to previous years?

6. Control - To what extent do we have the ability to impact the measure performance?
17. The Corporate Performance Report brings together the performance measures, targets, comparators, metadata, and data quality information. Each measure is updated monthly or quarterly as appropriate and is published through Microsoft Power BI to ensure it is readily available to officers. All measures are reviewed at least once a quarter providing a frequent opportunity to highlight performance challenges, data and/or measure gaps, and performance successes and areas of good practice.

### **ONE YEAR PLAN PROGRESS TRACKER**

18. To track actions and commitments (as opposed to service performance) from the One Year Plan, we have also developed a progress tracker report, which should be read alongside the Corporate Performance Report. Commitments included in this range from single actions through to those that are multi-faceted and cross-thematic, e.g. the development of a climate action plan. Quarterly updates are collated for each commitment from Directors and Heads of Service this is then BRAG (blue, red, amber, green) rated to enable progress to be tracked and summarised. The Progress Tracker is published through Microsoft Power BI and shows the latest performance position. Commitments delivered and those yet to be fully achieved are highlighted and the detailed position can be accessed. Snapshots of the Progress Tracker are taken at each quarter to enable retrospective review. In future, we intend to adopt a unified approach to performance reporting against the new Delivery Plan, incorporating both the corporate performance reporting and progress tracker.

### **REVIEW OF PROGRESS AGAINST ONE YEAR PLAN OBJECTIVES**

19. The 'review' of progress against the One Year Plan objectives using the performance monitoring approach described enables a systematic understanding of where services and actions are being delivered and good progress has been made. It also allows the identification of those service activities where there are performance challenges and commitments are yet to be achieved. Once identified, challenges can be understood and plans developed for improvement.
20. Performance is reviewed regularly by officers at director, portfolio leadership team, and whole organisation levels. This includes a quarterly review of the whole performance management framework at the Performance and Delivery Board, which is used to identify specific areas for closer review during the quarter. Starting from this report to Strategy and Resources Committee, there will also be regular reporting of organisational and service performance to policy committees in future. A wider range of organisational performance reporting, including; finance, risk and HR is also carried out with regular reporting at the Strategy and Leadership Board, Performance and Delivery Board, Corporate Risk Management Group and portfolio and director levels.
21. The ongoing performance delivery challenges identified through the performance monitoring arrangement during 2021/22 have been taken forward along with a few additional delivery and development challenges as the focus of the Delivery Plan, so completing this performance management cycle and establishing the next.

## OVERVIEW OF PERFORMANCE IN 2021/22

22. The following table shows the major performance challenges discussed at Performance and Delivery Board for the period covering Quarter 3 and Quarter 4 of 2021/22, arranged by One Year Plan theme. Challenges were identified through trends in the performance measures, variance from targets and by the Performance and Delivery Board. The Quarter 4 performance report is attached as Appendix 2 and provides more detail about the issues highlighted below.

Communities and Neighbourhoods	
Performance Area	Actions and Follow-up
<b>Housing and Homelessness</b> Number of homes acquired or built for council housing Number of households in temporary accommodation or B & B Homelessness presentations, relief outcomes and acceptances	Enquiries with responsible director(s), Service-led in-depth report for Performance & Delivery Board, identification of specific challenges for inclusion in the Delivery Plan
<b>Repairs and Maintenance Service</b> Backlog and proportion of repairs completed in time Average tenant satisfaction with overall Repairs and Maintenance Services and ease of reporting repair	Service-led in-depth report for Performance & Delivery Board, planning with responsible director to identify specific challenges for inclusion in the Delivery Plan
Education, Health & Care	
Performance Area	Actions and Follow-up
<b>Children's Social Care</b> Number of allocated cases Average social worker caseload Number of Children in Need	Update to be provided to Performance & Delivery Board following forthcoming review within service, planning with responsible director to identify specific challenges for inclusion in the Delivery Plan
<b>Adult Social Care</b> Timescales (median number of days) Proportion of ASC users who have had an annual review Total no. ASC users Average weekly cost of ASC package	Update to be provided to Performance & Delivery Board following forthcoming review within service, planning with responsible director to identify specific challenges for inclusion in the Delivery Plan
<b>Adult safeguarding</b> Proportion of Section 42 enquiries completed within 28 days	Service provided more detailed information to provide assurance
Climate Change, Economy & Development	
Performance Area	Actions and Follow-up
Number of apprenticeship starts	Service provided more information including how this is being considered in relevant Strategy
Our Council	
Performance Area	Actions and Follow-up

<b>Contact centre</b> Proportion of calls answered and average call waiting times	Service-led in-depth report for Performance & Delivery Board including detailed actions and monitoring of impact, planning with responsible director to identify specific challenges for inclusion in the Delivery Plan
<b>Workforce</b> Proportion of SCC workforce who have had a Personal Development Review in the past 12 months Required learning completion rates for all employees and managers Return to work interviews Agency spend	Keeping this under review

23. There were also some areas of particular strength noted and discussed at Performance and Delivery Board. In Education, Health & Care, these included; New Education, Health and Care Plans issued within 20 weeks and Proportion of eligible two- to four-year-olds benefiting from free early learning. Improvements in these areas have been significant and/or sustained despite taking place against a challenging background. In Climate Change, Economy & Development, strong performance was also evident in Business Sheffield engagement with businesses, and support provided around growth and transition to low carbon.
24. The following table summarises the progress made to actions and commitments and reported through the Progress Tracker to June 2022. Greater detail is provided for the Amber and Red rated commitments. Ratings across the One Year Plan indicate the majority of commitments are complete or underway: 59% of commitments are rated Blue or Green, 39% rated Amber and only 3% rated Red.

	Rating			
	Blue	Green	Amber	Red
Communities and Neighbourhoods	6 (32%)	8 (42%)	5 (26%)	-
Education, Health & Care	-	6 (33%)	11 (61%)	1 (6%)
Climate Change, Economy & Development	1 (5%)	15 (68%)	5 (23%)	1 (5%)
Our Council	2 (9%)	9 (43%)	10 (48%)	-
Blue	Commitment completed. Work has been undertaken that is over and above the commitment			
Green	Commitment completed			
Amber	Commitment not completed but work is in progress towards completion			
Red	Commitment not completed and no work currently planned to achieve commitment			

25. Commitments which were Amber or Red as of June 2022 are shown in the table below. A number of these commitments have a longer delivery period than one year or are multifaceted in nature and are therefore partially complete but on track to be delivered within timescale. Work is underway with the services to ensure a plan is put



in place to deliver the activities enabling the commitments which are currently red and amber to move through to be green and blue.

Communities and Neighbourhoods	
	<p>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.</p> <p>Support people with routes out of homelessness and rough sleeping with emergency and temporary accommodation in Sheffield</p> <p>Continue to work with communities on plans to regenerate Gleadless Valley and Page Hall</p> <p>Keep our neighbourhoods clean and tidy, giving LACs dedicated budgets to tackle fly tipping and graffiti.</p> <p>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.</p>
Education, Health & Care	
	<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>Work with schools, Further Education and youth services to ensure that young people have post-16 educational, employment and training opportunities.</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>Support more children and families at an earlier stage to prevent issues escalating.</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>We will deliver a long-term workforce plan which empowers and values our social care workforce and sets out how we will implement the Foundation Living Wage for all social care workers in the City.</p> <p>Invest in Occupational Therapists, Social Workers and Enablement Support, and Commissioning Support to enable people to live more actively and independently.</p> <p>Review our homecare services that we are delivering support that enables people to live independently at home in Sheffield.</p> <p>Improve our approach to transition of young people from children services to adult services.</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>We will build better relationships with parents, deliver EHCPs within timescales, increase SEND places across the city and improve the transition to adulthood for more learners.</p>
	<p>Working with schools to reduce exclusions and delivering rapid improvements to inclusion</p>
Climate Change, Economy & Development	
	<p>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.</p> <p>Assess every key decision we make for its impact on climate change.</p> <p>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.</p> <p>Set out a long-term vision for the Supertram, ensuring essential maintenance of the network and developing plans to extend the network across Sheffield / South Yorkshire in partnership with the South Yorkshire Mayoral Combined Authority.</p> <p>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</p>
	<p>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.</p>

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.

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.

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.

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

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.

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.

We will establish a robust performance approach and culture in the organisation to drive improvement, accountability and deliver better services for Sheffielders.

Improve the ways in which people can get in touch with the council and improve the experience that they have when they do.

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.

Have an LGA Peer Review in late 2021 [scheduled for November 2022].

## **TRANSITION TO PERFORMANCE MANAGEMENT OF DELIVERY PLAN**

26. Performance management is essential to the success of Sheffield City Council delivering the priorities and ambitions set out in the Delivery Plan, which will be considered by the Strategy and Resources Committee on this agenda. Current performance baselines, targets and measures of success have been used in the preparation and development of the Delivery Plan. In part, this is about ensuring that the measures monitored at a corporate level relate to those managed within services, creating a hierarchy of measures through the organisation that are meaningful, appropriate and support delivery of the Delivery Plan. It is equally important that going forwards we continue to look at performance in a holistic way, drawing on insight from wider performance information, including but not limited to finance, risk and portfolio and service insight. Providing a way for relevant performance information to be brought together systematically and transparently assists the organisation to take decisions based on shared evidence and analysis. A refreshed Corporate Performance Framework will be put in place as part of the Delivery Plan reflecting the importance of both ongoing service delivery activity and the identified priority areas, ensuring continual visibility of up to date and pertinent performance information for decision-making.

## **RISK ANALYSIS AND IMPLICATIONS OF DECISIONS**

27. The recommendations in the report do not of themselves have equality, financial and commercial, legal or climate implications. The information contained in the performance reports will enable further decisions to be taken which may have implications for the authority, at which point the implications will be fully considered.

## **ALTERNATIVE OPTIONS CONSIDERED**

28. There were no appropriate alternatives to consider in the course of the work described and the recommendations that are made.

## **REASONS FOR RECOMMENDATIONS**

29. To ensure that Strategy and Resources Committee contributes to the Performance Management process and drives improvement across the organisation.

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