# Public Document Pack

Sefton Council
www.sefton.gov.uk

Town Hall
Trinity Road
Bootle
L20 7AE

| | | |
|---|---|---|
| To: The Members of the Cabinet | Date: | 22 July 2024 |
| | Our Ref: | |
| | Your Ref: | |

**Contact:** Debbie Campbell
**Contact Number:** 0151 934 2254
**Fax No:**
**e-mail:** debbie.campbell@sefton.gov.uk

Dear Councillor

## CABINET - THURSDAY 25TH JULY, 2024

I refer to the agenda for the above meeting and now enclose the following reports which were unavailable when the agenda was published.

**Agenda No.**                                                    **Item**

4.          **High Needs Monitoring** (Pages 131 - 152)

Report of the Executive Director - Children's Social Care and Education

9.          **Corporate Plan** (Pages 153 - 244)

Report of the Executive Director – Corporate Services and Commercial

10.         **Financial Management 2024/25 to 2027/28 - Revenue and Capital Budget Update 2024/25 – July Update** (Pages 245 - 264)

Report of the Executive Director – Corporate Services and Commercial

Yours faithfully,

Democratic Services

This page is intentionally left blank

| Cabinet Report | Sefton Council |
|---|---|
| **High Needs Monitoring** | |

| Date of meeting: | 25th July 2024 |
|---|---|
| Report to: | Cabinet |
| Report of: | Executive Director<br>of Children's Social Care and Education |
| Portfolio: | Children, Schools & Families |
| Wards affected: | All Wards |
| Included in Forward Plan: | No |
| Is this a key decision: | No |
| Exempt/confidential report: | No |

**Summary:**

This report will provide members with an update on the council's position in respect of the High Needs Budget and resulting deficit. It will provide members with: -

- The current position nationally.
- Demand within Sefton.
- What this demand means for council services.
- The agreed programme of work that has been derived from the Delivering Better Value Programme.
- The Councils SEND transformation programme and how this supports continued service development.
- Current sufficiency work and planned capital investment; and
- The resulting financial position.

**Recommendation(s):**

(1) Note the update regarding the high needs funding deficit and the development of the quality assurance systems being put into place to address the monitoring of the spend.

(2) Consider the increasing number of children and young people who have an EHCP and, are educated in independent and non-maintained special schools (INMSS).

(3) Note and receive the agreed Delivering Better Value Submission and agree that progress reports be provided to cabinet and council every 6 months

(4) Note future projects to increase sufficiency across Sefton and the ambition to create more special school places.

(5) Approve that a High Needs Recovery Plan be presented within the next report to cabinet in December 2024.

**The Rationale and Evidence for the Recommendations**

1) To provide an updated on the 2023/24 High Needs budget financial position.
2) To provide Members with a provisional update of the potential deficit budget forecast against the High Needs budget in 2024/25.
3) To provide an update on the sufficiency programme to provide sustainable and effective SEND support for pupils within the available resources allocated through the Dedicated School Grant – High Needs Block

## 1. Introduction/Background

1.1 This report will provide members with an update on the council's position in respect of the High Needs Budget and resulting deficit. It will provide members with: -

- The current position nationally.
- Demand within Sefton.
- What this demand means for council services.
- The agreed programme of work that has been derived from the Delivering Better Value Programme.
- The Councils SEND transformation programme and how this supports continued service development.
- Current sufficiency work and planned capital investment; and
- The resulting financial position.

## 2. National Position

2.1 Over recent years members have received regular reports that have provided detail of how the impact of the SEND Reforms implemented through the Children and Families Act (2014) and the SEND Code of Practice (2015) have impacted all councils and Sefton in particular. These reforms have seen an exponential rise in Education Health and Care Plans (EHCP's) being required for completion, an increased demand for non-mainstream education, an exponential rise in demand and cost for home to school transport and the cost of education provision far exceeding the money allocated to councils via the Dedicated Schools Grant.

2.2 This has led to several council's, including Sefton, spending more on its high needs block than has been allocated, a position compounded by subsequent years financial allocations not being awarded based on demand or need but notional inflation-based increases that are not sufficient.

2.3 In recognition of the fact that there is insufficient funding, the previous government introduced 2 elements that have been reported to members: -

- A statutory accounting override that means that the high needs deficit is rolled forward each year until 2026, however there is no advice on what happens at that point; and
- Support programmes that are DFE led, namely the Safety Valve Programme and the Delivering Better Value programme.

In addition, DfE has also reviewed their approach to SEND and published the SEND and Alternative Provision (AP) Plan. However, while the Government's SEND and Alternative Provision Improvement Plan makes some good suggestions – such as making mainstream schools more inclusive and the introduction of benchmarks – there is no mention of the additional funding and resources to make them happen.

2.4    There is extensive research, commentary and analysis of the current national position, some of which is shown as follows: -

- A leading thinktank has warned that the NHS is buckling under an "avalanche of need" for autism and attention deficit hyperactivity disorder (ADHD) services. The Nuffield Trust said the "extraordinary, unpredicted and unprecedented" rise in demand for autism assessments and ADHD treatments had completely overtaken the NHS's capacity to meet them.
- In advance of the 2023 autumn statement the LGA submission requested the previous government to:-
  - o Provide the additional funding required/necessary to meet the year-on-year increase in need for Education, Health and Care Plans.
  - o Provide a guarantee that all council Dedicated Schools Grant deficits will be written off.
  - o Urgently bring forward legislation that gives councils the powers to lead local SEND systems and to hold health and education partners to account for their work supporting children and young people with special need.

2.5    Last year, councils across the country issued 84,400 Education Health and Care Plans (EHCPs) – an increase of 26% on the previous year. The national deficit on high needs block was estimated at £3.2bn and increase of £1bn on the previous year alone.

## 3.    Demand within Sefton

3.1    This national picture has been mirrored within Sefton. Sefton has relatively high rates of EHCP's compared to its city region neighbours, as a result of a large increase in the number of requests for assessment particularly related to Autism Spectrum Disorder (ASD), Attention Deficit Hyperactivity Disorder (ADHD), Speech and Language Therapy (SALT) and Social and Emotional Mental Health (SEMH), resulting in subsequent EHCP applications. This has resulted in the number of active EHCP's increasing from 1637 in 2019 to 3184 in February 2024.

The number of children and young people with EHC plans increased to 576,000 (nationally) as at census day in January 2024, up by 11.4% from 2023.

Number of children and young people assessed in Sefton for whom an EHC plan was issued for past 7 years is as follows:

|  |  | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|---|---|---|---|---|---|---|---|
| Sefton | Number of children and young people assessed for whom an EHC plan was issued | 234 | 145 | 318 | 296 | 321 | 299 | 611 |

250 requests for assessments have been agreed since 18th January 2024 (as at 24th June).

In October 2021, Sefton had arranged placements for 2138 pupils with SEN, in October 2022 this figure was 2414 (11.48% increase on previous year), and in October 2023 this figure was 2923 (17.42% increase on previous year).

# Agenda Item 4

3.2    As stated earlier in this report, this then manifests itself in increased demand from the following council services and functions: -

- Increased staffing requirement to process the applications- in August 2023, a further 9 SEN casework Officers and numbers of temporary staff were added to the establishment at a full year cost of £0.745m to meet increased demand.
- Increased demand for Home to School Transport- this budget has increased from £7.4m in 2019/20 to £14.4m in 2024/25.
- Increase in the accumulative high needs' deficit from £5.43m in 2019/20 to £38m at 2023/24 (with an in year overspend of £19.3m)

Increasing SEND staff has supported the improvement in performance. The 20-week compliance figures are consistently above 40% (National average is 50%)
.

3.4    **Early Years data shows that there has been a rise in demand for support for the Early Years SEND team.**

| Year/ Date | Number of children known to the EY SEND Team |
|---|---|
| July 2024 | 1002 |
| July 2023 | 783 |
| July 2022 | 631 |
| July 2021 | 569 |

*Current Reception cohort - 328 (known to the Early Years SEND Team before Summer term 2023)

Rising Reception cohort 2024/25 – 339 (To date) – 262 of these children will be placed in Mainstream settings. 66 of these children have a place in special/ SEN Unit provision.

Request for EHCP assessments are increasing in Early Years. In September 2023, there 115 children who had a finalised EHCP within the Reception Cohort.

In April 2024 there were 93 Early Years finalised plans for children starting reception and another 45 under assessment, so in total there are 138 children with an EHCP due to start Reception in September 2024.

| | Sept 22 | Sept 23 | Sept 24 |
|---|---|---|---|
| Children known to the service nursery provision | 203 | 304 | 335 (without July 24 allocations) |
| Children known to the service mainstream Reception | 255 | 328 | 339 (Due to go to reception in Sept 24) |

As of June 2024, High Needs funding supported: 153 Early Years children are receipt of HNF plus 21 Resourced Sefton Nursery Places Total 174.

Out of the current Reception pupils of 206, 82 are part of group funding projects.

To date transitional funding has been agreed for 17 new reception children for Sept 24.

Sefton local authority funds Early Years children through HNF, this includes children without an EHCP. The criteria include children accessing funded entitlements. Consideration needs to be given to this model of funding.

Due to expansion of funded entitlements in Early Years childcare – the number of children who would be eligible to apply for High Needs Funding will significantly increase. This needs to be highlighted as it will have a financial impact on the overall budget for High Needs Budget moving forward.

3.4     **Special Educational Needs Inclusion Fund (SENIF) Early Years**

- The local Authority and partners have a legal duty to regularly review the special educational needs (SEN) provision available in the local area. This includes:
- The way Top Up funding is allocated to individual children and young people with high level SEND.
- The Early Years senior leaders are reviewing the early years policies and processes including the effectiveness of funding within EY SEND and considering a range of indicators for example, DBV findings and the SEND sufficiency review. As part of this process, they have considered Early Years SENIF and the duty to fund lower level and emerging needs for the youngest children. Early Years SENIF is not allocated as part of the current funding processes.
- To address the funding a document has been created in draft form that will be considered by a working party in September, involving a range of professionals from across the EY sector. Following this review, Sefton will create a transparent funding process that supports inclusion and the implementation of a fair and sustainable financial model aligned with the evidence of assessed need of individual children using the graduated approach model.

3.4     This position is clearly unsustainable both within Sefton and nationally however it is critical that the council does all it can to deliver a first class service, that it meets the requirements of national legislation but it does so in a way that has robust controls, processes and practices that ensure that funding is spent effectively and efficiently and that the council can demonstrate it is doing all it can to control cost within a system that is in need of reform and doesn't work.

**4.     Delivering Better Value Programme (DBV)**

4.1     The latest progress report has been submitted to the DFE and there was the latest follow up meeting on 12$^{th}$ July.  Overall, the programme continues to be on track with the proposed adjustments made to some activities within the workstreams and timescales following the last progress report and meeting.

The recruitment challenges that were faced previously in relation to increasing the inclusion capacity had meant the team have been unable to develop the graduated approach and toolkit to the timescales. These were adjusted to reflect the capacity challenges and the refresh of the Graduated Approach is now underway, and this has developed significantly, with support from all teams across the Inclusion Service.

The scope and reach for the Graduated Approach have grown too, with excellent representation from Health and Social Care in supporting the development of a holistic toolkit. There has been a

focus on how we support parents/carer with a supportive document they can use. A workstream has been created specifically at developing a family supportive toolkit and resources.

The appointment of two SENCOs from local schools has been successful and as they have focused solely on the Graduated Approach and Toolkit, and this has allowed the workstream to move with momentum.

The first phase of the Graduated Approach document will be completed by Autumn term. This consists of provision maps for each area of need; SEMH (Social, Emotional and Mental Health), Communication and Interaction, Cognition and Learning and Autism and Complex needs. This document will be a holistic representation.

The next steps will be to launch to the graduated approach and toolkit, this will include training for parents/carers, other partners from health and social care and school staff. This should provide clarification and information in relation to expectations in the implementation of the Graduated Approach. This will ensure that parents/carers, settings, and partner agencies are clear on their roles, responsibilities, and the support they can access and receive. The aim of this would be to provide a package of support to create an equitable offer for inclusive practice in all Sefton schools this will support more children and young people to achieve high quality outcomes in mainstream primary and secondary School Settings and have a cascade effect on placements within our MSS & INMSS settings.

- The agreed DBV programme is attached at Appendix A to this report.

4.2     With the production of 6 monthly reports on High needs, members will be kept continually up to date with progress of the programme.

**5.0     SEND Transformation Programme**

5.1     Within the council's new transformation programme, there is a specific project in relation to SEND and this is focused on the following 5 workstreams:

| | Title | Core Activity |
|---|---|---|
| 1 | Systems and Data | An agreed Governance structure across the partnership is now in place – see Appendix B<br><br>At partnership level this will include data held across the partnership and the efficacy of information sharing with the aim of producing an integrated SEND Dashboard across partners. Consideration will also be given to the development of EHCP digitisation linking up with the DfE digitisation project.<br><br>The use of the Capita One database is currently being developed with the SEN Team and is on course to implement the Timeline processes from 1st August subject to successful testing. The development and implementation of this system will lead to robust data evidence-based practice. Admissions Service will also be trained in the use of the system. |
| 2 | Joint Commissioning Arrangements within the Area SEND | This will include a review of the current Joint Commissioning Strategy, the delivery plan linked to the current strategy, a review of the current agreements for joint funding, both at an individual case level and at the wider strategic level and the development of a Children and Young People's Outcomes Framework. This will be a 12-month project with |

| | | |
|---|---|---|
| | Partnership | some elements delivered within a 6-month timeframe.<br><br>The SENDIASS service is currently under tender with a closing date of 23$^{rd}$ July. Evaluation and moderation will take place shortly after with a decision due by 5$^{th}$ August.<br><br>Service Level Agreements have been developed and will be in place for the 24/25 academic year with SEN Units, Resource Provisions and Special Schools.<br><br>Re tendering of Resolution and Mediation Service is currently being undertaken. |
| 3 | Processes and systems relating to the statutory SEND system. | This will involve the EHCNA process, EHCP planning, the Quality Assurance of EHCPs and the Annual Review process. This will be an 18-month project. |
| 4 | Current Funding Models within the Local Authority. | This includes the following models: costed EHCPs, exceptional funding, transition funding and group funding. It will also be necessary to review the banding model currently used to fund specialist provision within mainstream schools and special schools, due to the level of concern amongst headteachers about the existing model.<br><br>Funding streams have been mapped under statutory and non-statutory duties and from June 2024, a new weekly funding panel has been implemented. The panel now considers all funding applications.<br><br>Group funding review has taken place and quality assurance system and processes are now in place. It is also proposed that to further manage the impact of individual funding, the LA would implement a Group Funding process that would mitigate costs of providing support to groups of CYP in a school.<br><br>It is now proposed a high needs funding review will take place in Autumn 2024 with proposals as to how funding systems will move forward. This includes the banding of plans by the authority rather than schools costing the plans. The aim will be to provide a consistent process for the award of funding for pupils that is clearly defined for all and has clear amounts allocated against bands.<br><br>Review of Tripartite Panel processes for Health, Social Care and Education funded packages of support are being strengthened. |
| 5 | SEND Sufficiency. | This will include a full review of current place sufficiency, the development of a SEND Sufficiency Plan/Strategy and the development of an invest to save model. This will be a 3-year phased project (phase 1 completed by September 24, Phase 2 by September 25 and Phase 3 by September 2026).<br><br>A Buildings and Maintenance group with Education representation now meets weekly to consider any building adaptations needed and to support the Sufficiency work. |

5.2 Within this programme, the work on the DBV Programme aligns and indeed is integrated, therefore ensuring that strategic objectives are consistent and the service and wider partnership are clear on what needs to be delivered and the required outputs. Progress on this programme will be reported to members as part of subsequent reports on a 6-month basis.

## 6.0 SEND Sufficiency within Sefton

6.1 In the last report presented to members in July 2023 it was outlined that part of the strains placed upon the High Needs Budget originate from the cost of Independent out of Borough specialist placements, the majority of which have been due to a lack of sufficient maintained places within Sefton special schools and resourced provisions. This lack of spaces has resulted from the significantly increased number of EHC Assessments and resulting EHC Plans that have been processed over the past 7 years since the Children and Families Act 2014 came into force.

6.2 At that time the council had an overall aim to develop 330 new places within Sefton over the coming years. The rise in EHCPs would indicate that this number would need to increase. The table below shows the SEN Units / Resource Provision which will be available in September 2024 across primary and secondary settings.

**Primary mainstream provision from September 2024:**

| Name | Provision | Places | Criteria |
|---|---|---|---|
| Our Lady of Lourdes Catholic Primary School<br><br>North Sefton | SEN Unit for Autism | 24 places | Diagnosis of Autism<br><br>EHCP or under EHC Needs Assessment |
| Freshfield Primary School<br><br>Central Sefton | SEN Unit for Autism | 20 places | Diagnosis of Autism<br><br>EHCP or under EHC Needs Assessment |
| Hudson Primary School<br><br>Central Sefton | SEN Unit for Autism | 36 places | Diagnosis of Autism<br><br>EHCP or under EHC Needs Assessment |
| Waterloo Primary School<br><br>South Sefton | SEN Unit for Autism | 30 places | Diagnosis of Autism<br><br>EHCP or under EHC Needs Assessment |
| | SEN Unit for Cognition and Learning<br><br>Opening September 24 | 8 places | EHCP or under EHC Needs Assessment with primary need of cognition and learning |

| | | | |
|---|---|---|---|
| The Pines based at Redgate Primary School<br><br><br>Central Sefton | SEN Unit for complex needs | 42 places | Identified complex needs<br><br>EHCP or under EHC Needs Assessment |
| The Grange Primary School<br><br><br>Central Sefton | SEN Unit for Autism | 30 places | Diagnosis of Autism<br><br>EHCP or under EHC Needs Assessment |
| | SEN Unit for SEMH | 8 places | Identified need of SEMH<br><br>EHCP or under EHC Needs Assessment |
| | SEN Unit for Speech, Language and communication difficulties (SLCN) | 24 places | Identified need of SLCN<br><br>EHCP or under EHC Needs Assessment |
| Bishop David Shepperd<br><br><br>North Sefton | SEN Unit for Social Communication difficulties<br><br><br>Opening September 24 | 16 places | EHCP or under EHC Needs Assessment with primary need of social communication |
| Thomas Gray Primary School<br><br><br>South Sefton | SEN Unit for Social Communication difficulties | 42 places | EHCP or under EHC Needs Assessment with primary need of social communication |
| Kings Meadow Primary School<br><br><br>Central Sefton | Resource Provision for SLCN | 10 places | Identified need of SLCN<br><br><br>EHCP or under EHC Needs Assessment |
| Marshside Primary School<br><br><br>North Sefton | SEN Unit for Social Communication difficulties<br><br><br>Opening September 24 | 12 places (Reception and KS1) | EHCP or under EHC Needs Assessment with primary need of social communication |

# Agenda Item 4

| Name | Provision | Places | Criteria |
|---|---|---|---|
| Meols Cop High School | Resource provision for Autism | 10 places | Diagnosis of Autism<br><br>EHCP or under EHC Needs Assessment |
| North Sefton | Resource provision for SpLD | 12 places | Identified needs around SpLD<br><br>EHCP or under EHC Needs Assessment |
| St Michaels Church of England High School | Resource provision for Autism | 8 places | Diagnosis of Autism<br><br>EHCP or under EHC Needs Assessment |
| Central Sefton | Resource provision for Cognition and Learning | 10 places | Identified needs around Cognition and Learning<br><br>EHCP or under EHC Needs Assessment |
| Formby High School<br><br>Central Sefton | SEN Unit for Cognition and Learning difficulties<br><br>Opening September 2024 | 40 places | Identified needs around Cognition and Learning<br><br>EHCP or under EHC Needs Assessment |
| Holy Family Catholic High School<br><br>Central Sefton | SEN Unit for Cognition and Learning difficulties | 30 places | Identified needs around Cognition and Learning<br><br>EHCP or under EHC Needs Assessment |

Work has been undertaken to expand Newfield Special School by 28 places into premises in Birkdale. This has enabled Newfield's offer to incorporate KS1 and KS2 provision. In addition to this, a total of 36 primary and 40 secondary places are due to come on board in the next academic year.

Expressions of interest will be invited from Secondary mainstream schools for 3 additional SEN Units, subject to public consultation and Cabinet approval, potentially providing up to an additional 120 places.

**6.3** **Ongoing projects already approved from Capital High Needs funding:**

| School | Project |
|---|---|
| **Bishop David Shepperd Primary School** | Phase 1 of the Capital building works are due to be completed by September 2024, giving 8 places in the new SEN Unit.<br><br>Phase 2 to create the new KS2 classroom will be commencing during the Autumn term. Opening date for KS2 provision will be within 24/25 academic year. |
| **Presfield Special School** | Conversion of a storage area to create an additional 4 places for children with Autism. This is due to be completed during the summer holidays and should be ready for September 2024. |
| **Marshside Primary School** | An additional modular classroom for KS2 provision for Social Communication difficulties, this will give 8 places and provide progression for the current SEN Unit children. Date still to be confirmed for opening but expected to be opened by September 2025. |

6.3 **Longer term proposals that have been agreed waiting for approval include:**

| School | Project |
|---|---|
| **Bedford Primary School** | install a modular classroom to create a SEN Unit for Reception/ KS1 (8 places) and KS2 (8 places). If agreed, this will be opened by September 2025. Bedford Primary is located in South Sefton where there is a high level of SEN need. |
| **Freshfield Primary School** | Increasing the places available within the SEN Unit by 8 places, with overall total being 28 place provision for children with Autism. This project would require a modular classroom to be commissioned within the school site. Costs would include the modular classroom, associated ground works and resources needed for the classroom. The additional places could be available, if agreed, from September 2024 as the school has a nursery classroom which can be utilised for 1 term until the modular class is on site. |
| **Meols Cop High School** | Consideration is being given to change their SEN designation from 10 place SpLD Resource Provision to 10 place Cognition and Learning Resource Provision. A diagnosis of Dyslexia is currently needed which has nationally seen a decrease in this being formally diagnosed resulting in 6 unoccupied places predicted for September 2024. Discussions with the school is currently ongoing around the entry criteria to ensure curriculum needs are supported. |
| **Holy Family Catholic High School** | Previously a cabinet report was submitted for the provision of 6 places per year, total of 30 places. However, 8 pupils will be startin September 2024, taking them 2 pupils |

| | |
|---|---|
| | over within this year group. The proposal is to increase to 8 pupils per year group from September 2024, increasing the provision to 40 places overall. |
| **Merefield Special School** | There is a proposal to convert the current garage area to a classroom to create an additional 8 places for Severe Learning Difficulties and/or complex health needs. A storage container will also need to be commissioned to replace the lost storage space from the garage. |
| **Expansion of Rowan Park Presfield, Merefield and Newfield Schools** | Given the demand and the lack of in borough placements as demonstrated by the tracking system put into place from April 2024 |
| **SEMH Assessment Units** | Consider the creation of 2 SEMH Assessment Units and the development of a SEMH hub. |

6.3 **T**he SEND team have, since April 2024, tracked which in borough setting would have been appropriate if a place was available. A total of 54 children have gone to independent provision and this has cost £2.6m more than if these places had been in Sefton and illustrates why additional provision in borough is required.

6.4 **Developing the Post 16 provision / Preparation for Adulthood offer**:

The SEND team are proposing that a Post 16 review takes place to ensure suitable progression routes are available. This will include a review of:

- Thornton College, this provision is commissioned with Hugh Baird College. A review of the current provision / offer will be undertaken to extend their lease. This will part of a wider project around reviewing Post 16 provision and
- Possible expansion of special school 6$^{th}$ form provision – The SEND team have seen an increase in the number of places being commissioned in the North end of the borough for a special independent college and are keen to ensure that Sefton's offer matches that of the independent sector.

Initial Post 16 data would support this approach:

- 2018/19 – 118 HNF applications approved at Post 16 HNF Panel – total Element 3 allocated was £941,720
- 2022/23 – 202 HNF applications approved at Panel – total E3 allocated £2.1m

This is symptomatic of the increase in the wider Post 16 cohort size which saw an increase from 700 in 2023 to 863 in 2024.

6.5 **Creating sufficiency through Alternative Provision**

The Department for Education through the publication of its "SEND and Alternative Provision Improvement Plan – Right Support Right Place, Right Time" (Mar 23), advocates LAs commitment to an improvement plan that is fully integrated with the wider SEND&AP system, where alternative provision is an intervention, not a destination, using a 3-tier model:

- Tier One focused on early intervention and support within mainstream school settings.
- Tier Two focused on time limited placement in Alternative Provision to assess and address

pupil needs with an expectation to return to school and

- Tier Three focused on transitional placements for pupils requiring more support to move on to a new mainstream setting or sustained post 16 destination.

Since October a working party has been established to co-produce a strategy and quality assurance framework for the commissioning of alternative provision. The Working group is comprised of headteachers, Inclusion, SEN, Virtual School, 14-19 Participation and maintained AP.

The completed commissioning framework and QA processes and an up-to-date directory of providers are available to schools via the Sefton Education web portal which is accesses by maintained and academy schools.

Key Sefton Staff drawn from the inclusion and School Improvement Services have been involved in undertaking quality assurance for each of the settings within the current directory of providers that schools commission.

Only Alternative Provision providers engaging in the QA processes will be included within the approved directory. Currently the vast majority of Alternative Provision commissioning falls within the Secondary school sector with only our single maintained primary Alternative Provision commissioned by primaries.

Distinctions have been made when undertaking checks with registered and unregistered providers with a more in depth focus on health and safety and safeguarding requirements for unregistered forms of alternative provision. These are largely based on the independent school's inspection framework.

By the end of the current summer term 16 providers will have been quality assured each with completed reports published within the Sefton Education Portal.

In December 2023 an initial conference was held with 15 alternative providers to introduce the Sefton frameworks and to gain a better understanding of the educational offers available to schools. Relationships with providers were further developed through an initial marketplace event attended by both providers and schools.

The heads teachers and services in attendance at working group meetings will form the kernel of our emerging Alternative Provision partnership, the broad aims of which will include:

- Improving provider performance.
- Raising the profile of Alternative Providers in Sefton
- Establishing better collaboration between commissioners and providers
- Safeguarding the wellbeing of all children accessing education in AP
- Ensuring all learners receive consistently high- quality learning experiences and their statutory entitlement.
- Inspiring confidence across Alternative Providers and support the culture of continual improvement within the AP sector.
- Enabling recognition and sharing of good practice across schools, colleges and other providers.

A priority for academic year 2024-5 is to improve intelligence regarding the scope and purpose of schools' commission needs and to ensure tracking of learner outcomes, attendance, reintegration rates and duration of placements. Key staff have investigated LA wide models of web-based data tracking to support LA and school staff.

Further engagement and marketplace events are planned along with termly development meetings to develop improvement and practice across the sector and to engage providers in further support and training opportunities.

**6.6    Complementary Education**

The Complementary Education Team sits within the High Needs provision and provides statutory education S19 Education Act for children and young people who are unable to attend school for a period of time, usually for up to two Terms, due to significant illness, or due to a range of mental health issues. In some instances, children with identified SEN needs are referred to the service pending assessment and support. There is a significant increase in children who are experiencing emotionally based school avoidance.

Pupils are usually referred to the service by schools; and teaching is provided through a combination of home tuition (up to 4.5 hours per week), or in a classroom, at the Pinefield Centre (up to 10.5 hours per week). Teaching staff is drawn either directly through a budgeted number of qualified teachers and HLTA s employed permanently by the service, and/or through Agency support teachers being deployed as necessary. Transport for pupils attending the Pinefield teaching centre, is also provided as necessary via a local taxi company under agreement with the Complementary Education service.

This provision is not registered as a School or Special PRU. It is essential that the Authority moves towards getting this Unit formally registered. Similar registered services operate in Merseyside, including one at Alder Hey hospital and it is felt that the Complementary Education service should be formally registered as a provision. An option could be aligned to one of Sefton special schools. The DfE are currently exploring that option.  This would formalise its position a provision.

**7.0    High Needs Deficit- current and forecast position.**

7.1    As stated in this report in 2023/24 net expenditure within the high needs block of the Dedicated Schools Grant excluding schools 0.5% contribution to High Needs and re-allocation of £0.981m was £63.7m compared to the funding made available from central government of £44.4m.  Thus, an in year overspend of £19.3m has been incurred.  When added to the deficit already in existence at the end of March 2024 a total accumulated deficit for High Needs of £38m now sits on the council's balance sheet.

To illustrate the point made earlier in the report, in respect of annual budget increases not meeting demand, the increase in the high needs budget for 24/25 is £2.36m or 5.3%.  When last years deficit of £19.3m is considered that means that there will be at least an increase in the deficit of £17m plus the additional cost in 2024/25 for the full year effects of decisions made around new places established from September 2023 without any further demand increase, which based on previous years is unrealistic.  This also reflects the council meeting all actions from the DBV programme and with assurance that its systems and processes are working effectively.  This reflects the unsustainability of the system and the funding model.

7.2    From the work undertaken on the Delivering Better Value programme, it is estimated that the following financial deficit position will be reached on High Needs. (These figures are based on forecasts made in February 2024 and are subject to a refresh following the 2023/24 outturn position. They also exclude any centrally retained DSG balances held relating to Early Years or the Schools Block).

|  | As of 31 March 2026 (When statutory override finishes) £'m | As of 31 March 2028 £'m |
|---|---|---|
| Initial deficit position | 87.141m | 162.959m |
| With mitigations | -5.548m | -26.967m |
| Estimated deficit position | 81.593m | 135.992m |

Such a level of deficit within the Dedicated Schools Grant, which sits on the council's balances sheet is clearly unsustainable. Councils with deficits of this size that have met their obligations under the DFE, Delivering Better Value Programme will not have the reserves or balances available to fund this in 2026 when the current statutory override comes to an end and that will be the case for Sefton.

7.3 The advice received over the last decade has been that this deficit will not impact upon the General Fund of council's hence the statutory override being in place, however, there has been no advice provided on what happens after 2026 when the current arrangement comes to an end. As reflected earlier, the LGA provided in 2023 the then government with clear advice and actions that would reform the system and maintain the sustainability of the sector. This will be an issue for the new central government and as guidance becomes available this will be reported to members together with the impact for the council.

7.4 In the meantime, this position remains a key threat to the financial sustainability of the council and as such remains on the corporate risk register. The council must meet the outputs of the Delivering Better Value programme and has recently conducted an internal audit review of the High Needs systems and processes to ensure that they are robust and informed decision making is taking place- the aim of these elements is to ensure that the council is doing everything it can to control expenditure and reduce risk as far as possible, however as can be seen there is a limit to how far this can go in the face of unprecedented increased demand and insufficient funding. The next report to members will be in 6 months (December 2024) and further information will be available then, however this report will contain a high needs funding recovery plan within it for completeness, as well as provided an update on the DBV programme, the SEND transformation programme and an updated financial forecast.

## 8. Monitoring and Review

Service Level Agreements (SLA) have been developed and are being rolled out to current SEN Units, Resource Provisions and Special Schools. The SLA's provide accountability to both the LA and schools and give clarity expectations and funding.

Systems are being developed to ensure ongoing data review can be facilitated to be proactive in commissioning places for the future.

## 2. Financial Implications

All implications are in the report.

## 3. Legal Implications

The Service Level agreement is a formal written agreement with the schools and academies draft.

## 4. Corporate Risk Implications

The risk associated with the High Needs Deficit is included on the corporate risk register due to the risk to the financial sustainability of the council as set out in the report .

## 5 Staffing HR Implications

There are no staffing or HR implications arising from this report

**6      Conclusion**

Sefton continues to strive to improve the experiences of all children and young people with SEND and their families aligned with addressing the high needs deficit. In order to achieve this the council will focus on the following areas:

- Continue the review of the funding streams including group funding and how this is allocated to schools and education settings. The impact of this funding on the outcomes for children and young people will be monitored.
- Review the early years funding streams.
- Reduce the use of out of borough and independent education placements.
- Continued High Needs Block Transformation
- Expand and develop in house provision for children and young people to be educated locally.
- Align complementary Education service with a in house specialist provision/multi academy trust.

**Alternative Options Considered and Rejected**

**N/A**

| |
|---|
| **Equality Implications:** <br><br><br> The equality Implications have been identified and risk remains, as detailed in the report. <br><br><br> (Please note that Council have agreed care experience should be treated like a protected characteristic.) <br><br> |
| **Impact on Children and Young People:** <br><br> The Council and Partners want children and young people with SEND to learn in Sefton at good or outstanding schools. This can be delivered either by mainstream, specialist resource units based within local schools or by special schools. |
| **Climate Emergency Implications:** <br><br> The recommendations within this report will have a Positive impact. <br><br> The additional places reduce the need for travel for pupil's and provides the opportunity to walk to school reducing emissions and having a positive effect on health & wellbeing. <br><br> |

**What consultations have taken place on t and when?**

**(A)     Internal Consultations**

The Executive Director of Corporate Services and Commercial (FD.7719/24.) and the Chief Legal and Democratic Officer (LD.5817/24) have been consulted and any comments have been incorporated into the report.

**(B)     External Consultations**

(Please give a brief description of the consultations undertaken with external partners and community groups etc on the proposals set out in the report. Insert 'not applicable' if applicable and remove this text)

**Implementation Date for the Decision:**

Following the expiry of the "call-in" period for the Cabinet decision.

| Contact Officer: | Tracy McKeating |
|---|---|
| Telephone Number: | 07837863075 |
| Email Address: | Tracy.mckeating@sefton.gov.uk |

**Appendices:**

The following appendices are attached to this report:
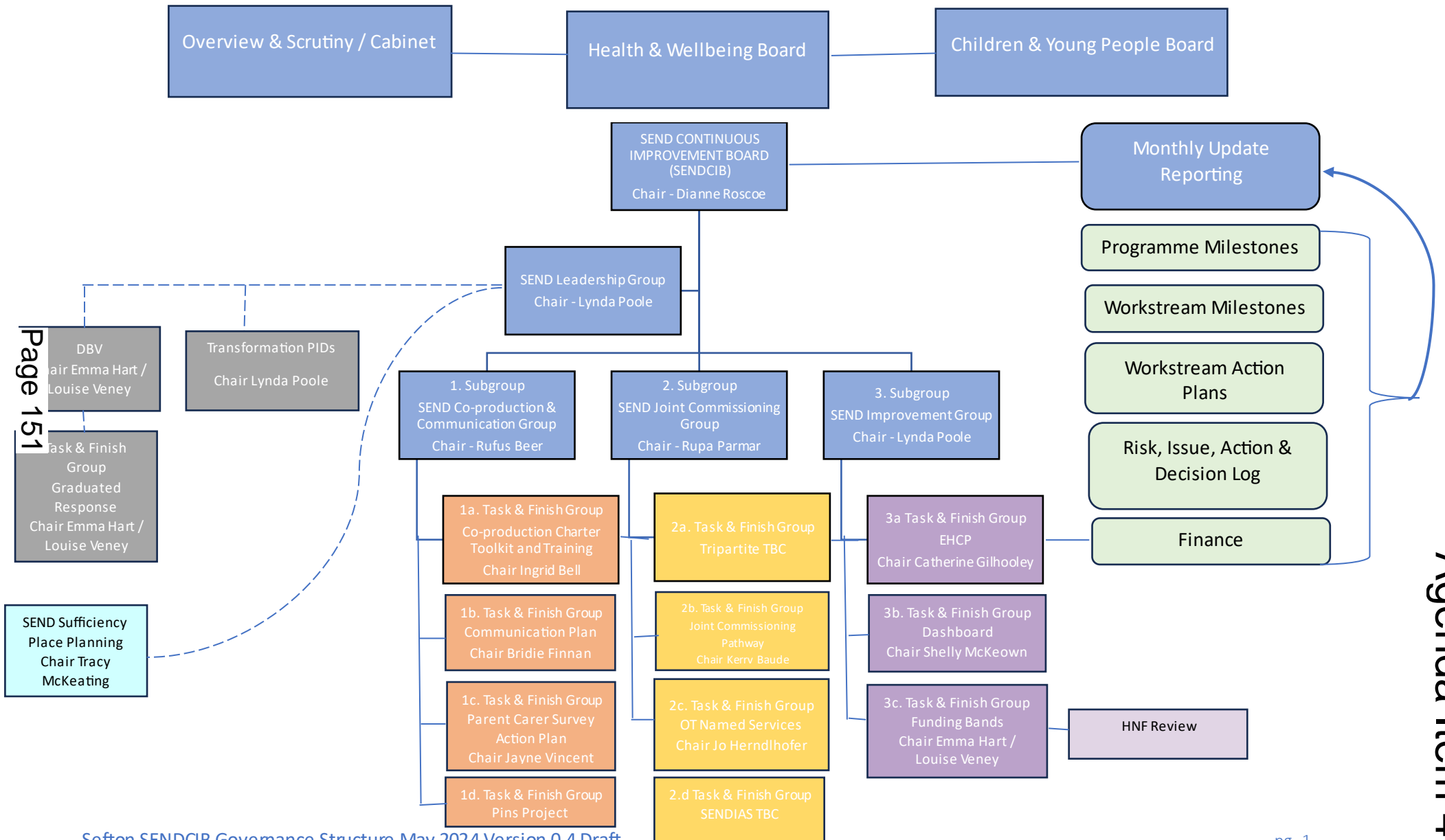
Delivering Better Value programme

Governance Structure

This page is intentionally left blank

**New Proposed Timeline**

| Workstream | Sep-23 | Oct-23 | Nov-23 | Dec-23 | Jan-24 | Feb-24 | Mar-24 | Apr-24 | May-24 | Jun-24 | Jul-24 | Aug-24 | Sep-24 | Oct-24 | Nov-24 | Dec-24 | Jan-25 | Feb-25 | Mar-25 | Apr-25 | May-25 | Jun-25 | Jul-25 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Inclusion Service Capacity | Recruitment and Training | | | Expression of Interest for SENCO out schools | | SENCO's in place to start work with schools and support the development of GA. | | | | | Initial review of priority cohorts | | | | Cohert Review | | | | | | | | Impact Review |
| Early Years SEND Service Capacity | Recruitment and Training | | | | | New staff start work with settings | | | | | Initial review of priority cohorts | | | | Impact Review | | | | | | | | Impact Review |
| Educational Psychology Capacity | Recruitment and Training | | | | Roll Out | | | | | | | | | | Impact Review | | | | | | | | Impact Review |
| Workforce Training Programme | Mapping | | | | Train the trainer activities and initial training delivery | | Full roll out of training offer | | | | | | | | Impact Review | | | | | | | | Impact Review |
| Graduated Approach | Plan activity and HNF pilot with schools | | | Review and Redesign | | | | Pilot Rollout | | | Full Launch/Comms | | Roll Out of Graduated Approach and HNF Model | | | | | | | | | | Impact Review |
| Communication with Families | | | | Launch Development Comms Strategy and Review Local Offer | | Comms Strategy | Annual Survey | | | | | Delivery of new Local Offer Structure | New Local Offer Launch | | | | | | Annual Survey | | | | Impact Review |
| Data | Develop Dashboard | Baseline and Identify Priority Schools for Pilot | | | Develop Dashboard | Baseline and Identify Priority Schools for Pilot | | | | | | Impact Review | | | | | | | Impact Review | | | | Impact Review |

This page is intentionally left blank

**Draft Sefton SENDCIB Governance Structure May 2024 Version 0.4 With Workstreams matched.**

Overview & Scrutiny / Cabinet

Health & Wellbeing Board

Children & Young People Board

SEND CONTINUOUS IMPROVEMENT BOARD (SENDCIB)

Chair - Dianne Roscoe

Monthly Update Reporting

SEND Leadership Group
Chair - Lynda Poole

Programme Milestones

Workstream Milestones

Workstream Action Plans

Risk, Issue, Action & Decision Log

Finance

DBV
Chair Emma Hart / Louise Veney

Transformation PIDs
Chair Lynda Poole

Task & Finish Group
Graduated Response
Chair Emma Hart / Louise Veney

SEND Sufficiency
Place Planning
Chair Tracy McKeating

**1. Subgroup**
SEND Co-production & Communication Group
Chair - Rufus Beer

**2. Subgroup**
SEND Joint Commissioning Group
Chair - Rupa Parmar

**3. Subgroup**
SEND Improvement Group
Chair - Lynda Poole

1a. Task & Finish Group
Co-production Charter Toolkit and Training
Chair Ingrid Bell

2a. Task & Finish Group
Tripartite TBC

3a Task & Finish Group
EHCP
Chair Catherine Gilhooley

1b. Task & Finish Group
Communication Plan
Chair Bridie Finnan

2b. Task & Finish Group
Joint Commissioning Pathway
Chair Kerry Baude

3b. Task & Finish Group
Dashboard
Chair Shelly McKeown

1c. Task & Finish Group
Parent Carer Survey Action Plan
Chair Jayne Vincent

2c. Task & Finish Group
OT Named Services
Chair Jo Herndlhofer

3c. Task & Finish Group
Funding Bands
Chair Emma Hart / Louise Veney

HNF Review

1d. Task & Finish Group
Pins Project

2.d Task & Finish Group
SENDIAS TBC

Sefton SENDCIB Governance Structure May 2024 Version 0.4 Draft

pg. 1

| Cabinet Report | Sefton Council |
|---|---|

**Report Title Here**

| Date of meeting: | 25<sup>th</sup> July 2024 |
|---|---|
| Report to: | Cabinet |
| Report of: | Executive Director Corporate Services & Commercial |
| Portfolio: | Corporate Services |
| Wards affected: | All |
| Included in Forward Plan: | No |
| Is this a key decision: | No |
| Exempt/confidential report: | No |

**Summary:**

The Sefton Corporate Plan (2023 to 2026) was approved in January 2023. It set out the Council's six strategic priorities agreed by Cabinet and the corporate objectives to deliver those priorities. This report sets out the refresh of the Sefton Corporate Plan (2024 to 2027), with revised corporate objectives to deliver the Council's agreed strategic priorities (Appendix A).

The report also sets out an updated Service Planning and Performance Management framework, aligned to the refresh of the Sefton Corporate Plan (2024 to 2027), for embedding the service level improvements in performance management, and to inform regular, collective and cross-cutting performance discussions at Cabinet (Appendix B).

Finally, in April this year, the Council received a letter from Simon Hoare MP, the then Minister for Local Government, requesting it to produce Productivity Plans, set out in the Local Government Finance Settlement, and setting out some guidance along with the timeframes for local authorities to submit their first iterations of the plan. The local authority is requested to submit its plan detailing ways to 'improve service performance and reduce wasteful expenditure' by Friday 19th of July 2024. The Council's Productivity Plan will be refreshed on an annual basis, informed by the Corporate Plan and following the same reporting mechanism set out in the Service Planning and Performance Management framework. The report sets out the first iteration of the 'Sefton Productivity Plan 2024' (Appendix C).

# Agenda Item 9

**Recommendation(s):**

Cabinet is recommended to:

(1) Note the refresh of the Sefton Corporate Plan 2024 to 2027, set out in Appendix A.

(2) Note the updated Service Planning and Performance Management framework, set out in Appendix B.

(3) Note the first iterations of the 'Sefton Productivity Plan 2024' to be submitted to the Ministry for Levelling Up, Housing and Communities on the 19th of July 2024, set out in Appendix C.

## 1. The Rationale and Evidence for the Recommendations

1.1 The Corporate Plan sets out the Council's strategic priorities for the short to medium term, aligned to the medium term financial planning process. It describes where overall the Council is headed (Council priorities) and outlines a roadmap to get there (corporate objectives).

1.2 During 2016 Sefton Council led on developing a new and exciting vision for the future of the borough. Working closely with partners, businesses, private sector organisations, the voluntary, community and faith sector and the wider Sefton community, the aim behind the work was to understand and focus on what is important for the borough and its communities in the future. Imagine Sefton 2030 engaged with thousands of people, local businesses and potential investors to create a vision that collectively promotes shared prosperity, coordinated public investment, and a healthy environment and population. Vision 2030 was agreed in November 2016, and guides the Council's long term planning - helping to stimulate growth, prosperity, set new expectation levels and to help focus on what is important for Sefton, its residents and communities. The Vision 2030 informed the Council priorities and its corporate objectives to deliver those priorities, for the short to medium term, which are set out in the Corporate Plan.

1.3 The current Sefton Corporate Plan (2023 to 2026) was produced in January 2023. It set out the Council's six strategic priorities agreed by Cabinet:

1) Children & Young People – Improving outcomes for children and their families.

2) Health & Wellbeing – Improving the health and wellbeing of everyone in Sefton and reduce inequality.

3) Adult Social Care - Empowering people to live an independent life, exercise choice and control, and be fully informed.

4) Working for Our Communities Every Day - Working together to deliver affordable services which achieve the best possible outcomes for our communities.

5) Inclusive Growth – Creating more and better jobs for local people.

6) Financial sustainability. *(The Government sets statutory duties for the local authority to provide a range of services, ranging from adult social care to waste collection. To remain financially sustainable, the local authority must be able meet its statutory service obligations).*

1.4 On the back of the various opportunities, challenges and changes in the operating environment, now is the perfect moment to take stock of the corporate objectives to deliver the Council's most key priorities next three year period, which will inform

underpinning strategies and plans, with clear milestones and metrics to measure deliverables and impact over this period. This includes taking stock and planning for new ways of working and the future financial challenges, including the impact of changes in the national economy. It also includes the role of the localities model and how it may evolve, as well as the capacity and partnerships required to deliver against the local ambitions.

1.5  The refreshed Sefton Corporate Plan for 2024 to 2027 (appendix A) states the specific, corporate objectives to deliver the Council's key strategic priorities over this next period. The refreshed Corporate Plan will be used as an opportunity to ensure that underpinning strategies and plans across the organisation reflect the key priorities of the Council over the next period, and it will help to keep the Council priorities front and centre corporately, with partners, and collectively owned.

1.6  The Local Government Association (LGA) Corporate Peer Challenge completed in November 2023, recognised the progress that the Council has made to develop a Corporate Plan, which identified Council key priorities and corporate objectives. The review also recognised the progress that the Council had made to embed the service level improvements in performance management, with regular, collective and cross-cutting performance discussions at Cabinet. However, it was felt that that there was further opportunity for improvement; monitoring the Corporate Plan objectives with a performance scorecard which tracks progress against the Council's key corporate priorities was a recommendation. Also then ensure that similarly routine performance information is provided to Scrutiny and all wider members. Suitable corporate monitoring and accountability will also be important for keeping on track, for supporting early and well informed remedial / corrective action and avoiding any future surprises.

1.7  Although the Council looks at performance data in a number of different forums (internal officer meetings, Cabinet, Member briefings, Scrutiny Committees and partnership forums), the Council identified that it would benefit from an overarching performance framework and process.

1.8  Over recent years the Council has made progress with performance reporting both in and of itself (for example, in developing comprehensive Children's and Adults social care Power BI dashboards), and in in bringing it together finance and risk reporting to give a fuller picture (for example, quarterly performance reports to Cabinet in 2023/24 were introduced that bring together finance, performance and risk).

1.9  The Local Government Association (LGA) specifically recommended a   review and refinement of the Council's performance management arrangements and to develop a performance management framework and in doing so ensure that the outcomes reported best reflect  the Council vision, Council priorities and corporate objectives, the incorporation of direction of travel and benchmarking to better understand relative performance, and the use of targets to  articulate ambition and focus attention on service improvement.

1.10  To develop this the Council has as established a working group of officers from across the organisation to drive forward organisational, culture and process changes in respect of performance management at pace,  including the development of a Service Planning and Performance Management framework.

1.11  The Performance Management Working Group are exploring how the Council can maximise the impact of what is already in place; connecting the different reporting mechanisms and resources into a corporate performance framework and function is key, and bringing together the different reports and mechanisms into an overarching process where we can see the clear connection from front line team inough internal officer reporting, to Cabinet

Member and a quarterly corporate performance report to Cabinet. Bringing this together will streamline the work and make it much simpler for the Council to demonstrate impact and tell its story consistently.

1.12 The Performance Management Working Group will agree:

   a) A vision for the use of data underpinned by sound governance so that the Council makes best use of data at strategic, tactical, or operational levels, to inform strategic choice, policy, and operational management.

   b) A Service Planning and Performance Management Framework for the Council.

   c) A Data Management Strategy.

   d) A consistent set of key performance reporting indicators (KPIs) aligned to the Corporate Plan.

   e) A single operating model for performance and data analysts across the Council.

   f) An approach to strengthening the performance management culture across the Council.

   g) Opportunities to improve career pathways and professional development in related analytics and performance management roles across the Council.

1.13 The Sefton Service Planning and Performance Management Framework 2024 (Appendix B) sets out how performance management will be aligned to the service planning process throughout each layer of the organization, so that the Sefton Vision 2030, the Council's Core Purpose, the Council priorities and corporate objectives identified in our refreshed Corporate Plan (Appendix A) are shared and transparent to our workforce, Members, key partners and our citizens In Sefton.

1.14 The framework will be used to ensure that the Council achieves what it sets out to do in its Vision, Core Purpose and Corporate Plan, with a focus on performance management rather than simply performance measurement. The Service Planning and Performance Management Framework will therefore:

   a) help improve the Council's corporate approach to service planning and performance management, supporting the Council to achieve its vision and to deliver high-quality outcomes for its residents.

   b) Define the service planning and performance management process, including how the relevant disciplines link together to create the golden thread of strategic activity across the organisation.

   c) Define the roles and responsibilities within the service planning and performance management cycle.

   d) Provide transparency and clarity for the Council's aspirations for performance management, and the interlinking elements including governance and data management.

1.15 Embedding the Service Planning and Performance Management Framework will help the Council to develop a culture of high challenge, high support behaviours across the organisation, recognising the energy and enthusiasm that exists across Sefton's workforce, increasing the focus on performance accountability, whilst also helping staff with service planning and prioritisation of tasks.

1.16 The Service Planning and Performance Management framework is supported with a performance scorecard, which will be used to track progress against the Council's key corporate priorities. Also to ensure that similarly routine performance information is provided to Scrutiny and all wider members.

1.17 The measures included on the performance scorecard in the Service Planning and Performance Management framework are the first iteration of suggested indicators to be used to measure progress and impact of the objectives in the Corporate Plan. Strategic measures should focus on used to tracking progress in achieving the Council priorities and corporate objectives set in the Corporate Plan, and not appear too operational in nature. Moving forward offices will review and make recommendations to Cabinet to amend as necessary the performance measures, to ensure that the Council achieves the right balance between the macro and micro analysis, and demonstrating progress and impact using quantitative and qualitative data. Elsewhere on this agenda is the outturn report for 23/24 that brings together finance, risk and performance, from Q1 of 24/25 performance reflecting this new approach will be reported as a standalone item.

1.18 The measures included on the performance scorecard in the Service Planning and Performance Management framework will be reviewed to report Council productivity if there is a continued requirement to do so with the change of government.

1.19 The previous Department for Levelling Up, Housing and Communities (DLUHC) identified a priority to review productivity across all public services and local government. On 24th January 2024, the Department for Levelling Up, Housing and Communities published details of additional funding which councils could expect in the final Local Government Finance Settlement (LGFS). As part of this announcement, the then government asked all local authorities to publish a productivity plan before summer recess setting out how they will 'improve service performance and reduce wasteful expenditure.'

1.20 On 5th February 2024, the DLUHC provided further details, explaining that the plans should be 'short and draw on work Councils have already done, identifying ways to unlock productivity improvements, and setting out the key implementation milestones'; published with progress updates on council websites, and agreed by council Leaders and elected members. DLUHC expect the plans to cover four main areas:

1) Theme 1 - Transformation of services to make better use of resources.

2) Theme 2 - Opportunities to take advantage of advances in technology and make better use of data to inform decision making and service design.

3) Theme 3 - Ways to reduce wasteful spend within systems, including specific consideration of expenditure on consultants and discredited staff Equality, Diversity and Inclusion (EDI) programmes.

4) Theme 4 - Barriers preventing activity that Government can help to reduce or remove.

- The Council received a letter form the Minister for Local Government dated 16 April 2024, setting out the beginning of that process and a deadline for a plan to be submitted, and brief guidance over what the plan should look like or how it should be structured, by 19 July 2024. This guidance set a three/four-page expected length for the plan and contained twenty-four prompting questions to inform content, which are included in the Appendix 1.

- The guidance implied that after publication councils should update the published plans and report on progress on a regular basis. This will involve including relevant metrics and key

performance indicators in the plans. This requirement is to effectively monitor whether the transformation projects stated in the plans are being carried out and the anticipated benefits realised. This will be picked up in the new corporate performance reporting as necessary/appropriate if there is a change in government.

- The Council has considered the letter and the questions it suggested should be considered in developing a local productivity plan, and has developed a first iteration Sefton Productivity Plan (Appendix C), which has been approved by the Cabinet Member for Corporate Services.

- At this stage the Council is awaiting further commentary and instruction from the new Ministry of Housing, Communities and Local Government regarding the submission. Officers are ready to submit the plan on the 19th of July 2024 as originally requested by the former government, if still required to do so by the new government.

## 2. Financial Implications

There are no financial implications.

## 3. Legal Implications

There are no legal implications.

## 4. Corporate Risk Implications

Productivity Plans were intended by the former government to be used as part of the process for allocating future Local Government Funding, however the intention is still to be confirmed.

## 5 Staffing HR Implications

At this stage the expectation and frequency of any re-submission of a Productivity Plan to the new Ministry of Housing, Communities and Local Government is unclear. Furthermore the Office for Local Government (Oflog) has not prescribed a set of metrics and key performance indicators associated with monitoring plans, but expect an increase understanding about the performance of the Council aligned with the first iteration of the 'Sefton Productivity Plan 2024' plan.

Any further re-submission of the Council's Productivity Plan and associated performance management/reporting is likely to place a new burden on the Council's performance and business intelligence capacity.

## 6 Conclusion

A refresh of the Sefton Corporate Plan 2024 to 2027 is set out in Appendix A. This states the specific, corporate objectives to deliver the Council's key strategic priorities over this next period, and will be used as an opportunity to ensure that underpinning strategies and plans across the organisation also reflect the key priorities of the Council over the next period. It will help to keep the Council priorities front and centre, corporately, with partners, and collectively owned.

Over recent years the Council has made progress with performance reporting both in and of itself (for example, in developing comprehensive Children's and Adults social care Power BI

dashboards), and in in bringing it together with finance and risk reporting to give a fuller picture (for example, quarterly performance reports to Cabinet in 2023/24 were introduced that bring together finance, performance and risk). The Sefton Service Planning and Performance Management Framework 2024 (Appendix B) sets out how performance management will be aligned to the service planning process throughout each layer of the organization, so that the Sefton 2030 Vision, the Council's Core Purpose, the Council priorities and corporate objectives identified in our refreshed Corporate Plan are shared and transparent to our workforce, Members, key partners and our citizens In Sefton. With an increased focus on performance management rather than simply performance measurement, the Service Planning and Performance Management framework is supported with a performance scorecard, which will be used to track progress against the Council's key corporate priorities.

The measures included on the performance scorecard in the Service Planning and Performance Management framework will be reviewed to report Council productivity if there is a continued requirement to do so with the change of government.

**Alternative Options Considered and Rejected**

**None**

| | |
|---|---|
| **Equality Implications:**<br><br><br>There are no equality implications. | |
| **Impact on Children and Young People:**<br><br><br>The refreshed Corporate Plan shows the Council's continuing commitment to children and young people, improving outcomes for children and their families. | |
| **Climate Emergency Implications:**<br><br>The recommendations within this report will have a Neutral impact. | |

**What consultations have taken place on the proposals and when?**

**(A)    Internal Consultations**

# Agenda Item 9

The Executive Director of Corporate Services and Commercial (FD.7719/24.) and the Chief Legal and Democratic Officer (LD.5819/24) have been consulted and any comments have been incorporated into the report.

**(B)      External Consultations**

The refresh of the Corporate Plan draws on the previous extensive prior consultation - Imagine Sefton 2030, which engaged thousands of people, local businesses, visitors and potential investors to create the Sefton Vision 2030 that collectively promotes shared prosperity, coordinated public investment, and a healthy environment and population.

**Implementation Date for the Decision :**

Following the expiry of the "call-in" period for the Cabinet decision.

| Contact Officer: | Wayne Leatherbarrow |
|---|---|
| Telephone Number: | 0151 934 3090 |
| Email Address: | Wayne.leatherbarrow@sefton.,gov.uk |

**Appendices:**

The following appendices are attached to this report:

(1) The Sefton Corporate Plan 2024 to 2027, set out in Appendix A.

(2) The Service Planning and Performance Management framework, set out in Appendix B.

(3) The first iterations of the 'Sefton Productivity Plan 2024' to be submitted to the Ministry of Housing, Communities and Local Government on the 19th of July 2024, as originally requested by the former government, if still required to do so by the new government.

# Sefton Council Corporate Plan 2024 to 2027

A confident and connected borough that offers the things we all need to start, live and age well, where everyone has a positive and healthier future.

# Table of Contents

# Foreword

**Welcome to the revitalised Corporate Plan, which refines the priorities and increases our ambition for the council and for the borough. The refreshed corporate plan is designed to ensure the council is fit for the challenges and opportunities of the future, and can evidence how it has and will deliver for our communities.**

It will ensure we deliver on our ambition for Sefton to be a confident, thriving and connected borough that offers the things we all need to start, live and age well, where everyone has a positive and healthier future.

Children and young people are at the heart of our plan. Improving children's social care is our highest priority. We will continue to work to ensure the children we care for are safe and that we and they have the highest aspirations for their future. Every councillor and member of staff in Sefton is committed to being a good Corporate Parent and we are now working with our partners to ensure they support the high aspirations we have for our children. However, our ambition is much bigger than that: Our determination will ensure children, young people and their families will be at the heart of everything we do right across the organisation to make Sefton the best place for children and young people to grow up.

We will continue to deliver better and more equal health and wellbeing from pregnancy and the start of life, to the close of our lives; tackling the health inequalities across the borough.

We know that the most powerful changes come from creating the right conditions and opportunities for people's health to thrive, which cannot be limited tohealth services and must include the opportunity to work, and access to the incredible leisure and culture offer and green and coastal spaces Sefton.

We have renewed our focus on all the different ways the Council can support people to live as independently as possible for as long as possible. We will work closely with primary, community and secondary health services to support this and we will provide more alternatives to residential and nursing care to give people real choice and control about one of the most importance decisions in their lives.

A key change in this refresh is the renewed focus on the place of Sefton. We need to improve the everyday look and feel across the borough to ensure it is a great place to live, work and visit. We will set clear standards across our towns, highways, parks, green and costal places for all our core services which the people of Sefton can hold us to account for, and we will work more closely with residents and communities to reduce littering and fly tipping.

All this work will be supported by major investment in our local economy with major schemes in Bootle, Crosby and Southport that will continue to develop a sense of pride, create new jobs for local people and give people opportunities to be the best that they can be.

It's a really exciting time here in Sefton and by working together as one we will make a difference to people's lives.

**Cllr. Marion Atkinson**
Labour Leader, Sefton Council

Sefton Council Corporate Plan 2024 to 2027

**It's a privilege to be able to lead on the delivery of our revitalised corporate plan and this is an opportunity to reset after more than a decade of austerity and have ambition to do the very best that we can for the people of Sefton.**

The focus for my team is to deliver on the priorities set by Councillors in response to what our residents have said is important to them. There are three key themes that are important to what we do, and they are:

- Communities

- Collaboration

- Ambition

Firstly, we are nothing without the communities that we serve, and it is important that this plan is based on an understanding that Sefton is a diverse place, and that means working alongside our communities to deliver. What works in one part of the borough won't be the right approach in another, what works for one group, won't work for another, so key to this is understanding our communities and what they want and need from us, and nowhere is this more important than Children's Social Care.

Secondly, it is about collaboration and working together. There are so many talented people, groups and organisations that we have got to tap into to make the best of our borough. We are in a much stronger place if we work together to do what is right for Sefton. As a local Council we are the fabric that helps hold our community together and we've got to get our partners all pulling in the right direction to the priorities of the people of Sefton, not our own organisations. We know people want better services that work for them and aren't bothered who it is that delivers them.

Thirdly, it is about having ambition. The last decade has been tough for local authorities and you can see the impact this has had in communities, not just in Sefton, but up and down the country. But we cannot let that define us. We must be ambitious for all our services, particularly Children's Social Care, we must be ambitious in supporting all our residents, young and old to thrive. And we must have ambition for the place of Sefton that goe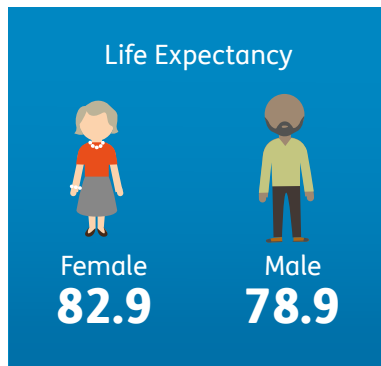s beyond providing the core services. We can see things starting to change with major investments in Bootle and Southport town centres that are going to provide once-in-a-generation opportunities to revitalise our borough with new jobs, more visitors and a real sense of pride in what we can achieve. Those improvements will benefit all parts of our borough and will be a springboard for making Sefton one of the best places in the country to live, learn, earn and visit.

We know it is a tough challenge as the financial pressures remain in our demand-led services such as children's and adult social care, but we have a plan that sees financial sustainability at the heart of it. It's about having ambition for Sefton as a place. Our ongoing commitment to listen to the voice of our residents and communities is underpinned by our commitment to inclusion and diversity and ensuring this goes beyond complying with our statutory duties to ensuring every voice is heard and that we work to remove barriers and supporting individuals and families to reach their full potential.

**Phil Porter**
Chief Executive, Sefton Council

# About Sefton

**276,000**
People live in Sefton

Over
**56,000**
young people aged
between 0-17

**23.7%**
of Sefton's population
is 65 years old or over

**22**
miles of coast

**8,000**
businesses

**607**
miles of road

**7.6** million
visitors per year

**161,000+**
bins collected per
week

Life Expectancy

Female
**82.9**

Male
**78.9**

Ethnicity

**95%**

of people are White British

More than
**2,000**
volunteers

**26** main
parks
**140**
other parks and
green spaces

# Our Core Purpose and Sefton 2030 Vision

Our core purpose, sets out the different elements of our role. Implicit in all elements of this role is the importance of working together with partners in the public, private and voluntary sector and the people and communities in Sefton, with a sense of shared endeavour to make a positive difference in Sefton.

- **Protect the most vulnerable:** i.e., those children and adults who have complex care needs with no capacity to care for themselves and no other networks to support them. For those who are the most vulnerable we will have a helping role to play, we will challenge others to ensure we all protect the most vulnerable children and adults and where we need to, we will intervene to help improve lives.

- **Facilitate confident and resilient communities:** the Council will be less about doing things to and for residents and communities and more about creating the capacity and motivation for people to get involved, do it for themselves and help one another. We will create an environment in which residents are less reliant.

- **Commission, broker and provide core services:** the Council will directly deliver fewer services but will act as a broker and commissioner of services which meet the defined needs of communities, are person-centred and localised where possible.

- **Place-leadership and influencer:** making sure what we and what others do are in the best interests of Sefton and its residents and has a contributing role to the 2030 vision of the borough. The Council will use data and feedback from our communities, children and young people in shaping plans.

- **Drivers of change and reform:** the Council will play a key role in leading change and reform to improve outcomes for Sefton residents, every child's future and continuously improve the borough.

- **Facilitate sustainable economic prosperity:** that is, people having the level of money they need to take care of themselves and their family; creating the conditions where relatively low unemployment and high income prevail, leading to high purchasing power; opportunities for future generations and having enough money to invest in infrastructure.

- **Generate income for social reinvestment:** the Council will develop a commercial nature and look to what it can do either by itself or with others to generate income and profit that can be reinvested into delivering social purpose and preparing for the future.

- **Cleaner and Greener:** the Council will work with others to act as guardians and protect and maintain Sefton's natural beauty and ensure that its many assets can be enjoyed by everyone and future generations and provide a contribution to Sefton's economy, people's wellbeing and the achievement of the 2030 Vision.

# Our Council Priorities

These priorities have been set by Councillors in line with our 2030 vision
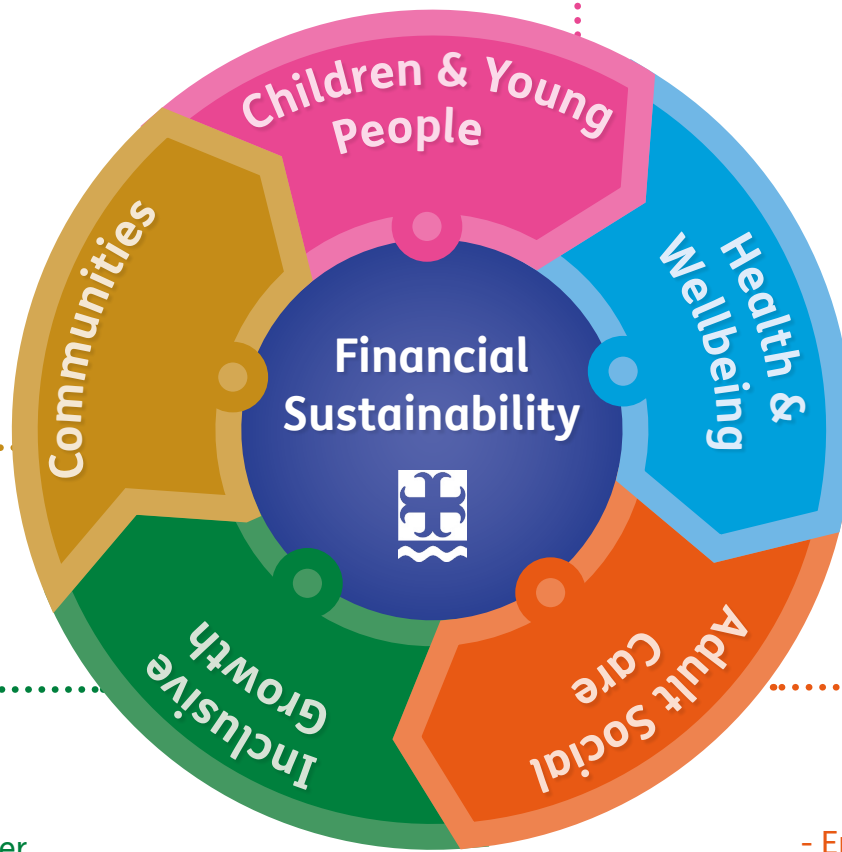
**Working for Our Communities Every Day**

- Working together to deliver affordable services which achieve the best possible outcomes for our communities

**Children & Young People**

**Communities**

**Financial Sustainability**

**Health & Wellbeing**

**Inclusive Growth**

**Adult Social Care**

**Children & Young People**

- Sefton is an inclusive child-friendly borough where children and families thrive

**Health & Wellbeing**

- Improving the health and wellbeing of everyone in Sefton and reduce inequality

**Inclusive Growth**

- Creating more and better jobs for local people

**Adult Social Care**

- Empowering people to live an independent life, exercise choice and control, and be fully informed

6

Sefton Council Corporate Plan 2024 to 2027

# Sefton Communities

The voice of our communities was central to shaping our Vision 2030, which was one of the key inputs that shaped the Council's corporate plan, and we will continue to focus on ensuring that all people continue to have a powerful and meaningful voice to shape the future of Sefton and the services provided by the Council.

Our ongoing commitment to listen to the voice of our residents and communities is underpinned by our commitment to inclusion and diversity and ensuring this goes beyond complying with our statutory duties to ensuring every voice is heard and that we work to remove barriers and supporting individuals and families to reach their full potential.

This commitment is as important in our everyday interactions as it is in how we develop policy and plans, and our Council values set out what residents can expect from us every day, individually and collectively:

- I put Sefton residents at the heart of what we do.

- I listen value and respect people's opinions.

- I am responsive and efficient.

- I am clear about what we can and cannot do.

- I am an ambassador for Sefton.

- I develop a culture of challenge, ownership, innovation and improvement.

In the development of the detailed policy and plans that will underpin the delivery of the corporate plan, we will continue to work within and ensure compliance with our Public Engagement and Consultation Framework. This outlines a set of principles, standards for consultation and engagement, and the work of the Public Engagement and Consultation Panel, to ensure we are always working with Sefton residents, communities and other partners.

# One Council

The Council is a large and complex organisation with 66 Councillors and 3600 staff, across multiple departments and professions. The corporate plan is an important way in which we bring these different parts together in a clear and shared endeavour, in which everyone has their part to play.

There is a new Cabinet in place to lead politically. There is a new Executive Leadership Team structure more clearly aligned to the priorities in this plan, and there is a transformation programme underpinning delivery, which is in four parts:

- Everyday Excellence – although austerity has significantly reduced what the Council can do, we will ensure that what we continue to do, we do well. This underpins every part of the Council from complaint responses and FOIs to grass cutting and social work

- Setting us up to succeed – to ensure that frontline services can deliver to residents, we need to put the right internal support in place. This ranges from driving greater consistency and challenge in our Commissioning and Contract Management to a stronger focus on Performance and Data Analysis at all levels of the organisation to Organisational Development and Strategic Support, which makes it easier for all staff to collaborate and ensures we are responding to individuals, families, communities and places, not just delivering individual services in silos

- Transformation projects – we have identified 6 projects where we need to build defined capacity and expertise to drive change. Improvements in SEND, Home to School transport, Children's Social Care, Adult Social Care, Housing and Operational In-House Services, will ensure we are focused on improving outcomes for residents as well as financially sustainability.

- Growth - continued delivery of the fantastic regeneration schemes and plans across Sefton, including Southport, Crosby and Bootle.

We continue to believe that our workforce is our greatest asset, and engaging and developing them is key to improving outcomes for our communities. We have a Workforce Strategy and action plan, which is being reviewed after the Staff Survey and will report annually to Cabinet as part of a continuous cycle of 'you said, we did' which shows what our staff do, what the Council can do to make their jobs easier, and how residents will benefit from this.

# Sefton Partners

The priorities set out in the 2030 vision, and in the corporate plan are important and wide ranging, and we will not deliver them alone. Success will depend on the strength of partnerships across Sefton between and across the public, private and voluntary and community sectors and with our resident and communities. Partnerships that are built on strong and trusting relationships, and deliver not only strategic intent, but also make a practical difference to the people of Sefton.

Therefore, we will prioritise partnership working, recognising the importance of focusing on results for residents not just success for individual organisations. We will work with partners to solve problems and open up new opportunities for Sefton, and we will be open and accountable in our partnership work and we will expect the same from them. We will also play an active role as the local place leader, facilitating and mobilising action and collective work, and where that requires more formal structures we will put these in place, for example, the New Realities operational framework establish in 2015 to strengthen the working relationships between the local authority and the Voluntary, Community and Faith Sector.

The Council's partnership arrangements are many and include the Health and Wellbeing Board, Sefton Place Partnership (Health and Social Care), Children and Young People's Board, Sefton Safeguarding Children's Partnership, Sefton Adults Safeguarding Board, Safer Sefton Together Partnership, Sefton Domestic Abuse Partnership Board, SEND Continuous Improvement Board, Southport Town Deal Board, New Realities Partnership, Bootle Local Partnership Group and Sefton Economic Forum Our commitment is that we will always work to ensure these partnerships are always ambitious for Sefton and the people who live here, and they not only make a difference, but can also evidence the difference they make to people's lives.

# Our ambition for children, young people and families

## What we want to see

Our children feeling happy and safe in Sefton

Sefton children in Sefton schools

Ambitious for our children and young peoplel

Accessible early intervention for children and this families

More of our children and their families accessing the right support at the right time

Education excellence for All

Supported and skilled foster carers

Children with complex needs have access to timely and effective support

Children living with their families and their network

Collaborative solutions to the problems that impact on families

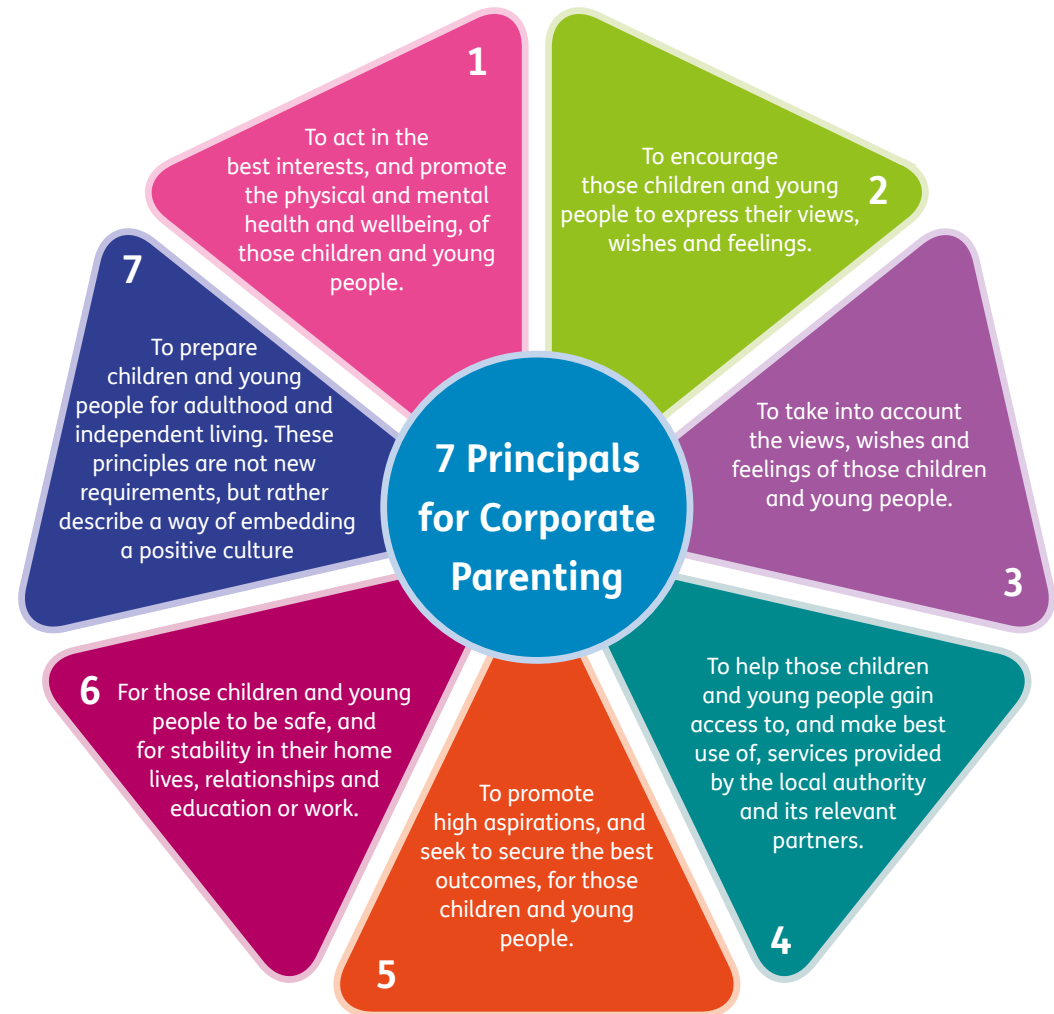Improved social work practice which supports families and safeguards children from risk

# Our progress

## Our children's services is on an improvement journey and we have:

- Supported more children to live within their family network through new multi-agency services, effective statutory interventions and clearer and effective interventions from Early Help.

- Created partnership approaches to real life problems that will reduce the demand on statutory services – examples of this include the FAST and CHAT services as part of our front door, MYSPACE, Team Around a School and family hubs.

- Improved the quality and timeliness of Education and Healthcare Plans (EHCPs) through improved management oversight and increased capacity to support our young people.

- Created a more stable workforce through visible and supportive leadership – examples of this include improved working conditions dedicated training and support to staff, staff listening sessions, lunch with leaders, improved working conditions and a successful social worker academy.

- Renewed our approach to corporate parenting through effective governance and having this is a clear priority for the Council.

- Implemented robust commissioning arrangements to reduce the number of unregulated children's placements to zero.

**7 Principals for Corporate Parenting**

1. To act in the best interests, and promote the physical and mental health and wellbeing, of those children and young people.

2. To encourage those children and young people to express their views, wishes and feelings.

3. To take into account the views, wishes and feelings of those children and young people.

4. To help those children and young people gain access to, and make best use of, services provided by the local authority and its relevant partners.

5. To promote high aspirations, and seek to secure the best outcomes, for those children and young people.

6. For those children and young people to be safe, and for stability in their home lives, relationships and education or work.

7. To prepare children and young people for adulthood and independent living. These principles are not new requirements, but rather describe a way of embedding a positive culture

Agenda Item 9

# Delivering improved children's services

## Our priority actions

### Over the course of this plan we will:

- Deliver the the improvement priorities set out in our vision for children's social care.

- Develop an effective workforce strategy to help recruitment and retention with a focus on growing our own', opportunities and continuous professional development.

- Improve delivery of SEND services for children and young people to give people the best opportunity to fulfill their potential and improve the financial stability of the Council.

- Help young people access appropriate education provision that is local.

- Achieve educational excellence for all.

- Be an excellent corporate parent.

- Be a service that reflects the views and needs of children and families of Sefton.

## How will we measure success?

### We will measure progress throughout the course of the plan by analysing data such as the following:

- More and more children living safely within their family network.

- The children in our care achievig their ambitions through education, employment or Training.

- More families accessing the support they need through early intervention such as our family hubs.

- More children accessing the right type of education support, particularly those with EHCPs.

- Positive external scrutiny, towards a good OFSTED rating.

- More of Sefton children attending Sefton schools, and making progress.

- The number of young people in employment, education or training.

- More children in care living with our amazing foster carers.

- A stable and permanent frontline workforce.

Sefton Council Corporate Plan 2024 to 2027

# Our ambition for Adult Social Care

We want to offer care and support that empowers people to live an independent life, exercise choice and be fully informed

## What we want to see

- People are supported to remain independent and to have choice and control
- High quality support and services for those with complex and neurodiverse needs
- The most vulnerable people living in safety free from harm, discrimination and abuse
- Working with our health and social care partners to deliver a coordinated response
- Respect and value our workforce ensuring stability, capacity and sustainability
- Quality, safety and continuous improvement will be at the heart of all we do
- Develop systems for self-assessment so people tell their story only once
- Equity for all people in terms of experience and outcomes
- An early intervention and prevention approach providing the right level of support at the right time
- Carers are well supported and able to achieve their personal outcomes
- A social care market that understands and responds to the diverse needs of local people, offering flexibility, choice and continuity

# Our progress

We are moving towards a 'better at home' approach to adult social care and we have:

- Strengthened our Technology Enabled Care offer including the launch of ASK Sara online, training of front-line staff and provision of falls sensors and remote monitoring devices in a number of care homes.

- Delivered £1.6million of grants to care homes across Sefton to support improvements.

- Delivered financial savings and improvement in services focussing on early intervention and prevention.

- Within Sefton Place insourced the current CHC (Continuous Healthcare) team enabling greater opportunities for more effective working with local authority colleagues.

- Expanded our pooled budget arrangements to enable more joined up commissioning arrangements between health and social care.

- Launched Ask SARA, designed to provide individuals with advice and signpost them towards equipment to help them to remain independent for longer.

# Delivering improved adult social care

## Our priority actions

Over the course of this plan we will:

- Develop plans for more accommodation that meets the needs of our population e.g. extra care.

- Created policies to support our commitment to creating more extra care accommodation spaces.

- Preparing for our Care Quality Commission assessment.

- Have more people supported at home and in the community accessing early intervention support with less people needing to access long term residential care.

- Ensure sufficient provision of high-quality care across Sefton.

- Work in partnership to improve the support services available for people with complex lives.

- Continue to develop a sustainable and highly skilled adult social care workforce.

- Increase opportunities for local people with lived experience of care and support to influence our approach to service improvement.

- Work with the Care Quality Commission to assess our quality of care and identify areas for improvement.

## How will we measure success?

We will measure progress throughout the course of the plan by analysing:

- Proportion of individuals supported long term in the community.

- Proportion of suitable individuals accessing reablement services.

- Proportion of individuals placed with good or outstanding providers.

- Percentage of individuals who believe the service is of a high quality.

- Partnership working to improve the support services available for people with complex lives - system metrics to be developed.

- Development of an effective workforce strategy.

- Establishment of learning and development programme with focus on leadership and professional practice.

- Quality assurance framework refreshed and reporting on percentage of case file audits completed.

- Proportion of individuals who responded about their quality of service.

- Proportion of service developments coproduced.

- Continuing to improve adult social care towards a good/ outstanding CQC rating.

# Our ambition for healthier and happier communities

The health and wellbeing of people in our borough impacts on every part of their lives and helps our young people have the best start in life.

## What we want to see

Sefton
Health & Wellbeing

Engagement with local communities and those with lived experience to drive service development

Health and equity in all policy impacting people in Sefton

Decision making based on the best use of the Council's data and knowledge function

The Council uses all its levers to improve health and wellbeing and reduce inequalities

Cross Council engagement and collaboration on the Health and Wellbeing strategy

Greater emphasis on prevention across all ages

Tackling child poverty to give everyone the best start in life

Good quality public health programmes for everyone in Sefton, and additional support where it is needed

# Our progress

## We are embedding health and wellbeing at the heart of service delivery and so far we have seen:

- The Public Health Annual Report on ageing in Sefton was positively welcomed and has influenced practice and service design.

- The successful 'We're Here' mental wellbeing campaign, co-produced with those with lived experience was launched and attracted national recognition as best practice.

- Public health work with system partners to lead a Sefton response to the increase in measles cases in the North West.

- Successful development and renewed essential public health programmes: Integrated Wellness Service, Stop Smoking Service, the Community Infection Prevention Control Service.

- The Combating Drugs Partnership, chaired by public health, has completed a needs assessment and used this to agree a workplan and strengthen partnership working.

- Coordinated partnership work to produce action plan to reduce Hepatitis C infections in people who inject drugs.

- Continued system leadership to develop the Child Poverty Strategy: profile raising conferences, collaboration with researchers to enrich understanding of local issues, set up parent champion respiratory health pilot, worked with Local Government Association to explore how to embed the strategy across the Council and beyond.

- Advice and support provided to members, who adopted a Healthy Advertising Policy.

- Public Health were successful in securing funding for the delivery of the 'Henry Programme', a health and wellbeing support programme for families with children aged 0-5 years.

- Successfully recommissioned the Living Well Sefton service (LWS) which continues to provide holistic and practical support to our Sefton residents who live in our most disadvantaged areas.

- Held 3 partnership workshops on our Child Poverty Strategy.

# Delivering improved health and wellbeing

## Our priority actions

Over the course of this plan we will:

- Redevelop and improve the NHS Health Check offer.

- Develop and renew essential public health programmes, e.g. sexual health.

- Work with partners to reduce harm from drugs and alcohol.

- Enable and facilitate the system to implement the Child Poverty Strategy.

- Collaborate with system partners to develop an oral health strategy for Sefton.

## And we will:

- Continue to prepare and respond to emerging threats to health.

- Meet our statutory commitments, which in the next 18 months will include the completion of the pharmacy needs assessment.

## How will we measure success?

We will use data from the following sources to measure a range of interventions, this will include activity, treatment outcomes and partnership engagement:

- Public Health Outcomes Framework.

- Office Health Inequalities and Disparities.

- UK Health Security Agency.

- National Drug and Alcohol Treatment Monitoring System.

- NHS England.

- Commissioned qualitative insight.

- Achievement of key programme milestones.

Sefton Council Corporate Plan 2024 to 2027

# Working for Our Communities Every Day

Our vision for every day services – our work contributes to people feeling happy and safe in their neighbourhood.

## What we want to see

People have access to good quality, affordable housing that meets their needs

People feel safe in their neighbourhoods

Celebrate and promote opportunities for cultural and creative participation across the Borough

Local people and visitors safely enjoying Sefton's coast

People proud of where they live

People know where and how to access support

Commitment to reduce inequalities wherever they exist and to challenge discrimination

A carbon neutral and climate resilient organisation by 2030

People value our efficient and effective every day services

Enhance the physical and mental wellbeing of local people through leisure activities

Clean, safe, connected and well maintained streets and green spaces for people to enjoy

The voices of local people are heard and influence change

# Our progress

## We are putting the community at the heart of service delivery and so far we have:

■ Engaged the support of the Local Government Association to help us define next steps on the Child Poverty Strategy.

■ Continued to support Sefton residents through the cost of living crisis with our partners.

■ Establishment of a local drug information system to monitor and review drug alerts to identify risks, safeguard and protect residents.

■ Changed our approach to the how we manage weed control, which will be reviewed regularly.

■ Started to develop Neighbourhood Plans with our Area Co-ordinators.

■ Re-secured Service Level Agreements with schools for the delivery of Sefton ARC Security Services and completed all internal audit recommendations within the service.

■ Obtained funding for new CCTV in Southport.

■ Received accreditation for the Burial and Cremation Service for both crematoria sites from the FBCA.

■ Implemented 5 COVID memorial gardens in our parks.

■ Finalised our new specification for our Integrated Domestic Abuse Service with full collaboration across the Council.

■ Received approval of our new Culture Strategy.

■ Adopted our new Housing Strategy, and our Homeless and Rough Sleeping Strategy.

■ Recommissioned Landlord Licencing for a further 5 years.

■ Secured approvals for the investment of over £7.5m of brownfield land grant in the borough to deliver new homes.

■ Delivered energy improvement measures to over 600 homes in the borough and developed our Green Housing Action Plan.

■ Implemented our new Social Housing Allocations Policy and System.

■ The Atkinson continues to be one of the most visited cultural destinations in the region.

■ Our libraries deliver a programme of activities for reading, digital inclusion, information, and health and wellbeing, including some of the the best participation levels in the North West for for children and younger people's literacy development.

■ Our leisure centres continue to be a hub for physical activity and lifelong learning opportunities, offering a wide range of health programmes.

■ Continue close working with the voluntary and faith sectors.

# Delivering on the services that matter to residents

## Our priority actions

### Over the course of this plan we will:

- Deliver the organisational cultural change to ensure our workforce is equipped with the skills needed for the future – this is to be an enabler for residents and help the community help themselves.

- Award the contract for our new Integrated Domestic Abuse Service.

- Deliver our agreed strategies on Community Safety, Culture, Digital, Homelessness and Rough Sleeping.

- Continue to support our communities with partners through the cost of living crisis.

- Work with our partners to deliver clean and safe neighbourhoods for everyone getting on top of the weed control, fly-tipping and littering.

- Prepare for changes to how we collect people's waste and increase recycling rates.

- Meeting the housing needs of all of our residents including delivering the first new Council Housing in the borough in a generation.

- Ensure that those leaving care move into safe high quality housing of their own.

- Recommission our award winning Sefton Homeless Families Project.

- Everyone in Sefton can take part in a rich and varied cultural life and we enable people to be more active.

- Sefton Council is committed to reducing carbon emissions.

## How will we measure success?

### We will measure progress throughout the course of the plan by analysing data such as:

- Number of volunteers / volunteer hours.

- Number of incidents of fly-tipping removed and prosecutions.

- Number of bulky household waste collections booked.

- Number of schemes delivered to support Safer Routes to School programme.

- Total recorded crime excluding fraud (crime rate per 1,000 for headline offences).

- Number of people rough sleeping.

- Percentage of Homelessness Preventions.

- Number of homeless households in temporary accommodation.

- Uptake of Leisure Services and Library Services.

- Recycling rates - percentage of household waste sent for reuse, recycling and composting.

- Deliver grassroots neighbourhood based cultural projects and activity.

- Grow the range and diversity of the active sefton initiatives.

# Our ambition for a prosperous Sefton

We have major regeneration projects providing a once-in-a-generation opportunity to enhance Sefton's offer as a place to live, learn, earn and visit. We want to ensure the voice of our communities, in particular our children and young people, are heard so they can be future leaders here in the borough.

## What we want to see

The voices of local businesses are heard and influence change

Regenerated Places

Greater quantity, quality and diversity of Sefton's housing offer

People enjoy visiting Sefton

Working in partnership to maximise the physical assets of the borough and of the Council

Inclusive growth, delivering positive economic, social and environmental outcomes

People have support to access quality employment opportunities across the borough in a diverse range of sectors

# Our progress

## We are prioritising economic growth to support our economy and so far we have delivered:

- Inclusive growth – securing £20m of Capital Levelling Up funding for Bootle, and £37.5m of Capital Levelling Up funding for Southport, and £73.5M Capital investment in the Marine Lake Events Centre in Southport, supporting our vision for Sefton to be one of the best places to live, work and visit in the UK.

- Access to Employment: The Caring Business Charter – with more than 60 signatories to date delivering training, skills and employment for care experienced young people across Sefton.

- Employment & Learning programmes including Sefton at Work and SACL at Cambridge Rd in Waterloo.

- We are investing more than £100 million in Sefton places to benefit all parts of the borough, and stimulating a range of partner-led investment projects across Sefton.

- Visiting Sefton – millions of visitors enjoy our varied events programme each year with the beautiful beaches and venues such as Salt and Tar offering something for everyone.

- Voice – breadth and depth of consultation, engagement and communication, particularly with children and young people, on our places and their future; established new business networks for two of our key business clusters-Digital, Creative & Technology and Finance & Professional, and continuing to strengthen the roles of partnership groups in Bootle and Southport, and the Southport Town Deal board.

- Asset Maximisation – revitalising Council-owned assets such as the Lake House in Waterloo, Enterprise Arcade and Southport Market; partnership working to deliver borough-wide on Council-owned and other assets, in line with 2030 Vision and corporate objectives.

- Meet the housing needs of residents in the borough by working with partners, and through the direct delivery of Council Housing, and affordable high quality homes through our Housing Company Sandway Homes.

# Delivering on the services that matter to residents

## Our priority actions

### Over the course of this plan we will:

- Inclusive growth – phase 1 of the Strand repurposing; continued delivery of Southport Town Deal projects, and continued pursuit of funding solution for Southport Pier.

- Access to Employment – continue quality of services such as Sefton@Work, maximise out put from social value linked to major projects and opportunities for young people linked to Salt and Tar and Tom Jones.

- Visiting Sefton – continue to develop our events programme with new venues such as Salt and Tar and align with the regional visitor proposition where appropriate.

- Asset Maximisation – momentum with Council asset review; continued engagement with external partners; progression of Liverpool City Region Sustainable Transport Settlement programme.

- Delivery of our Council Housing Programme; future Sandway Homes schemes; emphasis on Extra Care and Supported Living.

- Strategic transport – programme development and delivery; partnership working with the Combined Authority to maximise opportunities re. rail connectivity, bus reform, green bus corridor, etc.

## How will we measure success?

### We will measure progress throughout the course of the plan by analysing data such as:

- Employment, education and training figures and early intervention with 16-17 year-olds.

- Number of workless residents accessing employment support.

- Number of residents accessing community learning programmes.

- Capital programme delivery – cost, time, quality, plus social and environmental outcomes.

- Visitor numbers.

- Business start-ups and survival rates (1 year, 4 years).

- Vacancy rates in town centres and neighbourhoods.

- Engagement plans with developers and investors to produce social value benefits including jobs and training.

- Affordable homes completed (rented and low cost home ownership).

# Financial Sustainability

Financial sustainability has always been at the heart of Council decision making. This is driven by the production of an annual medium term financial plan that provides the strategy, basis for annual budget setting and how the Council will spend its financial resources in support of the delivery of the Council's objectives.

This approach will continue and will support the delivery of this corporate plan. It can be seen that within this plan that the Council has developed a transformation programme which covers 6 key areas, Adult Social Care, Childrens Social Care, SEND, Home to School transport, Housing and Operational in House services. This programme will be the core delivery vehicle for the medium term financial plan.

What this means in practice is that Council investment, reform and savings will come from these areas and will be detailed in annual budget setting. This reflects that due to demand and cost increases the Council now spends more than 70p in the £ on demand led services including adult and children's services.

Similarly, the Council will continue to deliver its ambitious growth programme with substantial investment in a range of projects across the borough including the regeneration scheme at the Strand and the Town Deal investment in Southport.

The Council is also acutely aware that the risk profile within local government and Sefton continues to increase as a result of demand for Council services and the continual under-investment. To recognise this the Council will continue to increase its level of financial reserves and balances in order to improve financial resilience whilst fundamentally reviewing its financial risk exposure.

To give you an idea of how the Council's budget is split up we have included a graphic on the next page that shows how much we expect to spend on different services over the course of a typical year. (Figures from 2023/2024).

# Here's what we expect to spend in a typical year

**Adult Social Care**
£110.40m

**Safeguarding Children**
£69.4m

**Children, young people and families**
£31.3m

**Protecting your health & wellbeing**
£21.9m

**Cleaning your streets**
£4.3m

**Emptying your bins**
£8m

**Recycling your rubbish**
£15.8m

**Other Council services**
£10.3m

**Libraries**
£1.4m

**Sport and Leisure Centres**
£1.8m

**Neighbourhood management**
£2.2m

**Planning, Building Control and Housing**
£5.6m

**Keeping your roads safe**
£9m

**Buses, trains and ferries - helping you get around**
£20.1m

**The Atkinson and Tourism**
£2.1m

**Skills & Jobs**
£2.4m

**Coast, Parks & Open Spaces**
£5.2m

This page is intentionally left blank

# Sefton Service Planning and Performance Management Framework 2024

**Updated: June 2024**

**Wayne Leatherbarrow**

Strategic Support Service

Sefton Council

## Document Control

### Issue/Amendment Record

| Version | Date of Issue | Reason for Issue |
|---------|---------------|------------------|
| V0.1 | 10/06/2024 | Initial Draft |
| V1.0 | 15/07/2024 | Amended and updated following feedback from ELT, SLB and Senior Managers. |

### Document Ownership

| Role | Name/Title |
|------|------------|
| Author | Wayne Leatherbarrow - Service Manager – Policy, Performance & BI<br>Roger Robinson – Performance & BI Lead. |
| Release Authority | Phil Porter - Chief Executive<br>Performance Management Project Senior Responsible Officer. |

### Distribution

| |
|---|
| Cabinet Member – Corporate Resources and Customer Services |
| Executive Leadership Team |
| Strategic Leadership Board (SLB) – Assistant Directors |

# Contents

## Introduction

The importance of performance management has been set out in several government documents, such as the Local Government Act of 1999, which requires that services are: 'responsive to the needs of citizens, of high quality and cost-effective, and fair and accessible to all who need them'. There is also statutory guidance on 'best value duty' (Government, 2015), where authorities are under a general duty of best value to: 'make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.'

The principles of performance management are relatively simple:

- What gets measured gets done.
- If you don't measure results, you cannot differentiate between success and failure.
- If you can't see success, you can't reward it.
- If you can't reward success, you're probably rewarding failure.
- If you can't see success you can't learn from it; and
- If you can demonstrate results, you can win public support.

(Osbourne, 1993)

For Councils, performance management is about using data appropriately and robustly to inform action that will improve outcomes for people (Local Government Association, 2022), and used effectively, performance management should also provide an avenue for communication with key stakeholders, including Councillors and residents.

In Sefton, we want to develop a performance framework which can be used to ensure that the council achieves what it has set out to do in its Corporate Plan, with a focus on performance management rather than simply performance measurement. This document provides that framework for Sefton Council. It sets out how performance management will be aligned to the service planning process throughout each layer of the organization, so that the Council's vision, goals, and priorities are shared and are transparent to our workforce, members, and our citizens.

This framework considers the current Corporate Plan, alongside change proposed in the Council's Transformation Plan. It details the requirements for operational, tactical, and strategic reporting across the Council designed to maintain the 'golden thread' joining all Council activities to the ultimate goals of the organization in delivering improvements for the people of Sefton.

The framework outlines:

- Developing a performance management culture
- Building on existing structures to embed performance management.
- Setting measures
- Gathering and reporting the data

4

## Sefton Place, Vision, Core Purpose, Values, and Corporate Plan

### Sefton Place

Sefton is a confident, connected borough because of its people. Sefton has a unique socio-economic geography and is the local authority for the area of north Merseyside running from Bootle in the south to the resort of Southport in the north. Sefton has 275,899 residents with towns including Bootle, Litherland, Seaforth, Crosby, Formby, Maghull and Southport.

A population of **275,899**

Approximately **54,098** children and young people aged between 0 and 17

**23.7%** of Sefton's population is 65 years old or over

We have everything from beautiful coast and countryside to pretty villages, industrial areas and the docks. The distinctiveness of Sefton's towns and villages is integral to our uniqueness; however, it is the people that create the distinct and diverse communities that make it a vibrant place to live, work, visit and invest in.

**22** Miles of coast

**6** Nature reserves

**25** Conservation areas

**730** New homes in 2020/21

### The Sefton Vision 2030

During 2016 Sefton Council led on developing a new and exciting vision for the future of the borough.

Working closely with partners, businesses, private sector organizations, the voluntary, community and faith sector and the wider Sefton community, the aim behind the work was to understand and focus on what is important for the borough and its communities in the future. Imagine Sefton 2030 engaged with thousands of people, local businesses, and potential investors to create a vision that

5

collectively promotes shared prosperity, coordinated public investment, and a healthy environment and population. The finding of this extensive consultation can be seen here vision_2030_annex_b.pdf (sefton.gov.uk)

Vision 2030 was agreed in November 2016, and guide's Sefton's long term planning - helping to stimulate growth, prosperity, set new expectation levels and to help focus on what is important for Sefton vision_outcomes_framework.pdf (sefton.gov.uk)

## Sefton's Core Purpose

At the same time that the Vision 2030 was agreed, the Council agreed its Core Purpose, which describes its role in delivering the 2030 vision and how the Council will contribute to achieving those ambitions set out in the Vision 2030 core-purpose-delivering-the-2030-vision.pdf (sefton.gov.uk). In the Core Purpose the Council sets out is strategic intention to:

- **Protect the most vulnerable**: i.e., those children and adults who have complex care needs with no capacity to care for themselves and no other networks to support them. For those who are the most vulnerable we will have a helping role to play, we will challenge others to ensure we all protect the most vulnerable children and adults and where we need to, we will intervene to help improve lives.

- **Facilitate confident and resilient communities:** the Council will be less about doing things to and for residents and communities and more about creating the capacity and motivation for people to get involved, do it for themselves and help one another. We will create an environment in which residents are less reliant.

- **Commission, broker, and provide core services:** the Council will directly deliver fewer services but will function as a broker and commissioner of services which meet the defined needs of communities, are person-centered and localized where possible.

- **Place-leadership and influencer:** making sure what we and what others do are in the best interests of Sefton and its residents and has a contributing role to the 2030 vision of the borough.

- **Driver of change and reform:** the Council will play a key role in leading change and reform to improve outcomes for Sefton residents, every child's future and continuously improve the borough.

- **Facilitate sustainable economic prosperity:** that is, people having the level of money they need to take care of themselves and their family; creating the conditions where low unemployment and high income prevail, leading to high purchasing power; opportunities for future generations and having enough money to invest in infrastructure.

- **Generate income for social reinvestment:** the Council will develop a commercial nature and look to what it can do either by itself or with others to generate income and profit that can be reinvested into delivering social purpose and preparing for the future.

- **Be Cleaner and Greener:** The Council will work with others to function as guardians and protect and maintain Sefton's natural beauty and ensure that its

6

many assets can be enjoyed by everyone and future generations and provide a contribution to Sefton's economy, peoples wellbeing and the achievement of the 2030 Vision.

## The Sefton Corporate Plan

In April 2023, the Corporate Plan was agreed to cover the period until 2026. The Corporate Plan sets out the overarching commitments and priorities for the Council over a four-year period. It provides the strategic direction and a framework for the medium term within the current financial and local context. The plan establishes the main priorities for the coming years and how these will be approached, including



objectives/goals, and references wider strategies and plans that support the goals of the Corporate Plan. *(The plan is due to be refreshed in July 2024 to reflect changes to the leadership in the Council).*

The Corporate Plan will set-out the aspiration for Sefton to be *"A confident and connected borough that offers the things we all need to start, live and age well, where everyone has a fair chance of a positive and healthier future"* and our priorities:

The Corporate Plan requires us to deliver the following outcomes:

- Improve outcomes for children and their families.
- Provide care and support that empowers people to live an independent life, exercise choice and control, and be fully informed.
- Improve the health and wellbeing of everyone in Sefton and reduce inequality.
- Work together to deliver affordable services which achieve the best possible outcomes for our communities.
- Create more and better jobs for local people.
- Ensure the financial sustainability of the Local Authority.

7

And in the context of what 'Good' will look like, our key priority areas of work to deliver these outcomes are:

- Children are protected from exploitation and have access to trauma informed support.
- Stability and capacity in the workforce.
- The voices of children and young people are heard and influence change.
- All children having a happy and healthy start in life.
- The Council and its partners are good Corporate Parents.
- Children are safeguarded and feel safe to live at home with their families.
- Children with additional needs and vulnerabilities feel safe and supported.
- Families have access to increased and effective targeted early help support to ensure problems are addressed earlier.
- Children, young people, and their families have access to good information and advice and early help.
- Children and young people feel like they belong and are proud of their neighbourhood.
- Tackling child poverty with our partners at the heart of our role as a service provider, educator, employer, and community leader.
- All children and young people enjoying a positive educational experience with education and training unlocking the door for every child.
- A range of services to address both the short- and long-term impact of domestic violence and abuse.
- Children with Complex Needs and their families have access to effective and timely support.
- More local Foster Carers.
- Equity for all people in terms of experience and outcomes.
- Stability and capacity on the workforce.
- Listening. learning & continuous improvement.
- High quality support and services for those with complex and neurodiverse needs.
- People benefiting from an early intervention approach.
- The most vulnerable people living in safety free from harm, discrimination, and abuse.
- Carers well supported and able to achieve their personal outcomes.
- Joined up working so people only tell their story once.
- A social care market that understands and meets the diverse needs of local people, offering flexibility, choice, and continuity.
- Quality & Safety at the heart of all we do.
- People are supported to manage their health and wellbeing, be independent and have choice and control.
- The voices of people being heard and influencing change.

- People connected across generations.
- Every child achieving the best start in their first 1001 days.
- As people grow older, they can access support, tailored to their needs which respects their dignity and individual preferences.
- Older people staying active, connected, involved, and valued in their communities.
- Sefton is a place where it is easy to be healthy and happy.
- Every child and young person having a successful transition to adulthood.
- Health, care, and wellbeing services across the wider system working together to support individuals, carers, families, and communities.
- Our communities and the built environment meeting the needs of people as they get older, through age and disability friendly towns, communities, services, housing, and transport.
- Education and training enabling every young person to unlock the door to more choices and opportunities.
- Everyone having a fulfilling role which can support their needs, with opportunities to contribute, learn and progress.
- People feel safe in their neighbourhoods.
- People have access to good, affordable housing that meets their needs.
- Local people and visitors safely enjoying Sefton's coast.
- People know where and how to access support.
- People proud of where they live.
- Commitment to reduce inequalities wherever they exist and to challenge discrimination.
- People value our efficient and effective everyday services.
- A carbon neutral and climate resilient organisation by 2030.
- The voices of local people are heard and influence change.
- Clean, safe, connected and well-maintained streets and green spaces for people to enjoy.
- The voices of local businesses are heard and influence change.
- Regenerated Places.
- People enjoy visiting Sefton.
- Inclusive Growth.
- People have support to access employment opportunities.
- Community assets - resources need to be made available for local groups to provide the wide range of support that enables people to remain in the community.
- Partnership working - services need to be integrated and built on partnership working using multi-disciplinary teams and, where feasible, single points of access. The Council and its partners need to work as a whole system and to embrace locality and integrated working.

9

- Co-production - all services should be co-produced with customers and communities. Ongoing engagement will be at the heart of commissioning and service delivery.
- Use of resources – the use and targeting of resources will be continually reviewed and moved to wherever can deliver best value.

## Sefton's Values

The values that govern the Council's approach to delivering the priorities set out in the Vision, Core Purpose and Corporate Plan are:

- We put people at the heart of what we do.
- We listen, value, and respect each other's views.
- We develop a culture of challenge, ownership, innovation, and improvement.
- We are ambassadors for Sefton (on local, national and international levels).
- We are responsive and efficient.
- We are clear about what we can and cannot do.

Beyond these values Sefton Council is also committed to:

- Fostering good relations with and within the community, collaborating with our communities and our partners to make things happen.
- Being customer focused, delivering, developing and commissioning inclusive and responsive services around the needs of our communities and residents, now and in future.
- Being open, accessible, and accountable.
- Being and effective, modern, sustainable organization that uses time and money wisely.
- Valuing people and building on their strengths.
- Developing and supporting a diverse workforce, and being an employer of choice.
- Acting ethically, with integrity and transparency in all that we do.

10

## A Local Sefton Framework

In Sefton, we want to develop a performance framework which can be used to ensure that the Council achieves what it sets out to do in its Vision, Core Purpose and Corporate Plan, **with a focus on performance management rather than simply performance measurement.** Reflecting on the guidance and best practice provided by the Local Government Association , this new performance management framework aims to:

- Help improve the Council's corporate approach to service planning and performance management, supporting the Council to achieve its vision and to deliver high-quality outcomes for its residents.

- Define the service planning and performance process, including how the relevant disciplines link together to create the golden thread of strategic activity.

- Define the roles and responsibilities within the service planning and performance management cycle.

- Provide transparency and clarity for the Council's aspirations for performance management, and the interlinking elements including governance and data management.

The framework also sets out the expectations of leaders in developing a strong culture of performance management, driven at all levels of the organization, to ensure that the council:

- is accountable to the public and measures how public money delivers quality services to citizens.

- takes an evidence-based approach to service design and delivery.

- is used to drive and secure improvement through a culture of high aspiration, high challenge, and high support.

- supports the council's journey of continuous improvement, self-assessment, and learning.

There are several outcomes that seek to be developed through this framework, that will evidence that the Council is effectively managing performance, including:

- An effective vision, goals, and expectations in place

- Skilled managers and leaders in performance management

- Transparent communication and collaboration

- Employee recognition and development

- A continuous cycle and commitment to improvement

- Quality and timely data, information, and insights

And in doing so:

- Good services are maintained.

- Services that are not meeting the expected standards are improved.

- The workforce is motivated and stable.

11

## A Model for Continuous Improvement in Sefton

The Council's long-standing approach to planning and performance management is based on an **"Analyze – Plan – Do – Review"** cycle for improvement and change, which is used across most of the Council's services, including commissioning, project management and business change activity.

**Analyse** identify the need through consultation, research and strategic needs assessment

**Plan** Agree, document and communicate the strategic priorities in the Corporate, Transformation, and Service Plans

**Improvement Cycle** Corporate Plan Service Planning

**Do** Implement strategic and operational plans

**Review** Evaluate the impact of activity through performance management information and revise plans in response to the

The same cycle has been adopted for this strategic planning and performance management framework at micro and macro levels across the Council.
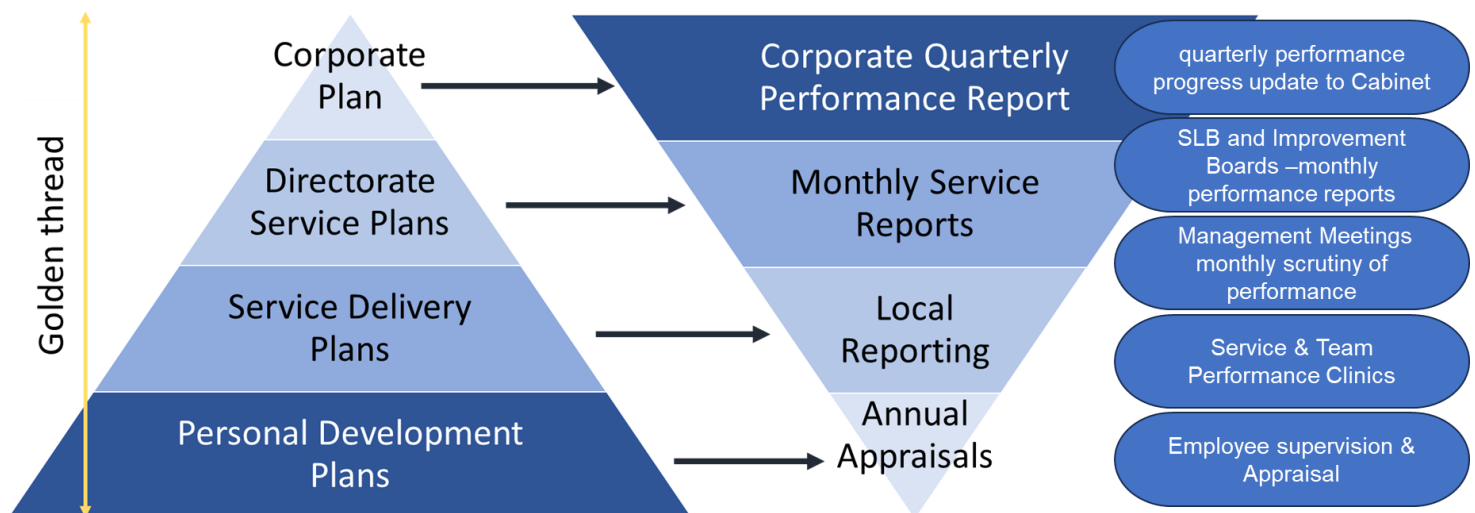
For example, across the four year Council Plan, the process of development will firstly be based on information from the political manifesto, local needs analysis and service information, which is **analyzed** and used to create the corporate **plan** and service plans (strategic and operational improvement). This will then put into implementation, '**do,**' with the delivery of the Corporate Plan and services plans being **reviewed** regularly throughout their respective life cycle, evaluating the effectiveness and impact of planning through performance monitoring via a range of consistently reported performance data/insight (qualitative and quantitative). Finally, service plans and the Corporate Plan can be **revised** in response to evaluation of performance, cost benefit and quality measures.

12

## Sefton Service Planning and Performance Management Framework

This framework sets out the Council's approach to **performance management**, and the critical alignment to **service planning**.

It is important to note that across Sefton Council some Services have differing performance management requirements and arrangements in place. Some areas within the Council have significant statutory duties and information requirements, as well as regulatory duties. This framework does not seek to replace performance reporting arrangements already in place in individual Services, rather it provides the framework for how organizational alignment will be achieved.

This core framework for service planning and performance management will link the strategic intentions identified in the Corporate Plan, through Service Plans, to the actions of individuals within their respective services and teams. There are **four levels of plans** in this framework, stemming from the overarching Corporate Plan to individual employee appraisal, that create the **'golden thread,'** which aims to help staff understand how they are contributing to the Council ambitions (Sefton Vision 2030) and the identified corporate priorities (Corporate Plan), with the intention of boosting understanding, ownership, motivation, and morale.

Golden thread

| Corporate Plan | → | Corporate Quarterly Performance Report | quarterly performance progress update to Cabinet |
| Directorate Service Plans | → | Monthly Service Reports | SLB and Improvement Boards –monthly performance reports |
| Service Delivery Plans | → | Local Reporting | Management Meetings monthly scrutiny of performance |
| | | | Service & Team Performance Clinics |
| Personal Development Plans | → | Annual Appraisals | Employee supervision & Appraisal |

Effective performance management needs clear objectives, actions which deliver those objectives, and measures of success. Therefore every layer of service planning has a corresponding performance reporting process to effectively review progress, which may inform the revision to plans. The pyramid represents the hierarchy of how performance travels from individual employees and feeds all the way through the organisation up to the Cabinet. This Tiered approach to performance management includes:

Golden thread

- **Cabinet:** quarterly performance reports and scrutiny of performance
- **Senior Leadership Board and Improvement Board(s):** monthly performance reports and scrutiny of performance
- **Service Management Meetings**: monthly review and scrutiny of performance
- **Service and Team Performance:** Regular performance meetings/clinics
- **Employee supervision and appraisal**

13

## Service Planning Framework

**The Corporate Plan** sets out the overarching commitments and priorities for the Council over a four-year period.

| Corporate Plan | |
|---|---|
| Objectives/Goals | Key measures |

It provides a strategic direction and framework for the medium term within the current financial and local context. The plan should establish the main priorities for coming years and how these will be approached, including objectives/goals and key measures. Wider strategies and plans should reference how they support the goals of the Council Plan.

Good service planning is a cornerstone of effective performance management, providing a solid foundation for keeping priorities and principles firm, even in times of change. Service plans describe how each Directorate, Service and Team is working towards the delivery of priorities identified Corporate Plan, and each year a new service plan is established defining the priorities for the coming financial year.

| Corporate Plan | |
|---|---|
| Objectives/Goals | Key measures |

| Directorate Service Plans | |
|---|---|
| Annual actions | Service indicators |
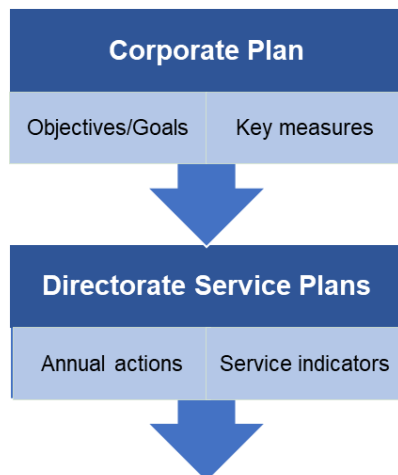
New **Directorate service plans** will be introduced, which will describe how each directorate is working towards the delivery of the goals and priorities set in the Council Plan. Thes should reflect the annual actions, projects, performance and contextual indicators, specifically relevant to achieving the commitments identified in the Corporate Plan and the Council's Transformation Plan.

These service Plan plans will be produced, agreed, and reviewed annually, aligned to the financial year, which runs from 1 April to 31 March for the purposes of government financial statements.

They will be owned by **Assistant Directors**, and will be a vital part of the 'golden thread' which links the Council's objectives, through to individual appraisals, making sure that each Service, Team and employee in the Council knows how their work contributes to achieving the priorities identified in the Corporate Plan and change activity agreed in the Council's Transformation Plan.

They will demonstrate how the outcomes prioritised by the Council with be achieved, setting out planned service priorities, clear accountability for delivery, how resources, (budget & workforce), skills, and assets will be used efficiently, identify and mitigate risks to planned improvements and provide a mechanism by which managers, members and officers can focus on performance and improvement, and track progress, including latest Performance (including Monthly KPI) data.

The **Directorate Service Plans** will inform **Operational Service Plans.**
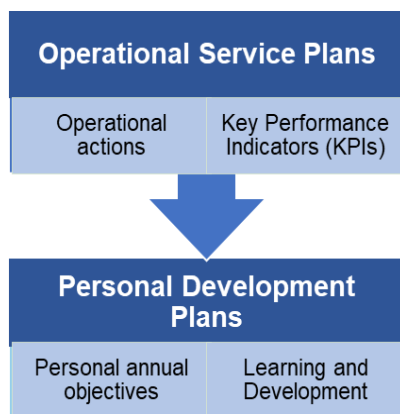
14

**Directorate Service Plans**

| Annual actions | Service indicators |

**Operational Service Plans**

| Operational actions | Key Performance Indicators (KPIs) |

**Operational service plans** will continue to be used to capture the much broader range of work that individual Services will be undertaking. These are owned by **Service Managers** and developed within services as a management oversight and monitoring tool.

In addition to continuous improvement and transformation activity (linked to the directorate service plan and, in turn, to the identified priorities in the Corporate Plan and Transformation Plan) these operational service plans will include the annual deliverables and KPIs for the service area, alongside aspirations and goals for service improvement.

These plans will set out planned service priorities and improvements, accountability for delivery, identify and mitigate risks to planned service levels and improvements, address key issues such as quality and productivity, and provide a mechanism by which managers, and officers can focus on performance and improvement, and track progress.

There may be further **team level plans** that sit beneath the operational service plans. These team level plans are not mandatory and there is no obligatory corporate reporting process. However, managers may opt to continue to use them as a performance monitoring tool, and for reporting to senior leaders. Where team managers/supervisors choose not to produce plans, they must nevertheless be able to articulate:

- A brief overview of their service including key priorities
- How their work is directly linked to the Operational Service Plan, Directorate Services Plans the Corporate and/or Transformation Plan, the Core Purpose, the Council values, and the Sefton 2030 Vision ('golden thread')
- Current context and issues within the Service (where are we now?)
- Changes required (where do we need to be?)
- A clear plan for closing the gap (how do we get there?)
- Performance goals and targets, including key performance indicators to demonstrate 'how do we know we are there?'

**Operational Service Plans**

| Operational actions | Key Performance Indicators (KPIs) |

**Personal Development Plans**

| Personal annual objectives | Learning and Development |

Individual **personal development plans** will continue to be used connect the work of each Sefton employee to the broader service goals and the priorities identified in the Corporate Plan. Personal development plans will be agreed annually during the **'MySefton MySpace'** staff appraisal process. Objectives will reflect business need, which should directly relate to the actions in the operational and directorate services plans. Personal development plans will be supported by learning and development goals for the skills needed to achieve the organisations priorities and ambitions.
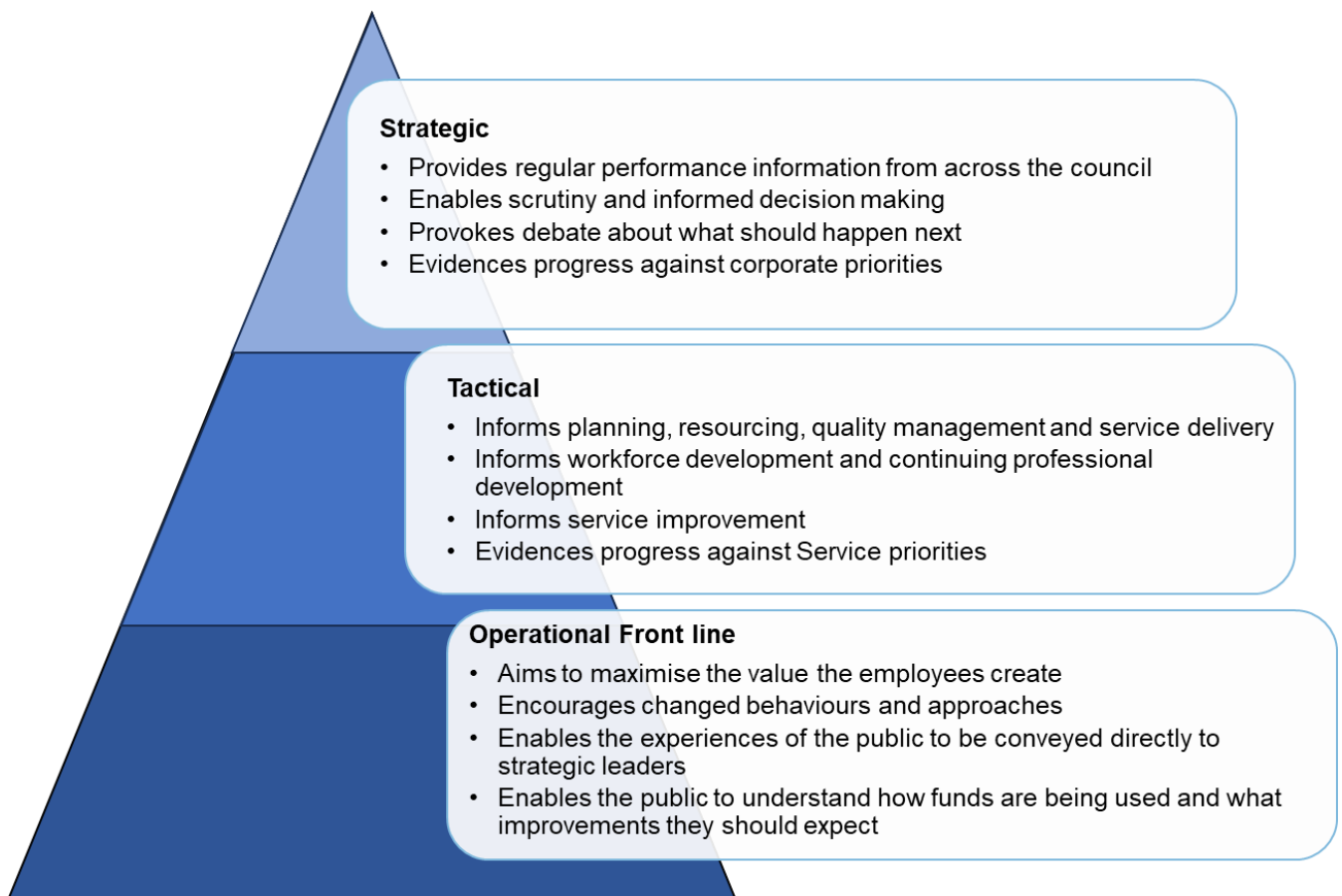
15

## Performance Management Framework

A performance framework needs to be both usable and small enough to allow users to quickly see and monitor issues, but also wide and detailed enough to provide assurance across a wide and complex business such as the Council.

As a result, this framework uses several themes to split up the proposed measures. There are of course 'grey areas' across themes and metrics and the purpose of splitting up measures is not to create a perfect linear model, but to allow a simpler oversight of what will inevitably be vast quantities of information and insight.

Our framework is designed around a set of **strategic, tactical,** and **operational** level processes which are used in different ways depending on circumstance. Where practical the measures have 'SMART' targets attached (Specific, Measurable, Achievable, Relevant, Timebound, and includes responsibility). Measures will be focused on outcomes where possible, but activity measures will also be provided in associated dashboards and reports for context. Measures are designed to reflect Council priorities developed in consultation with our communities and partners, which will be continually reviewed, and where available, national and regional benchmarking is used to provide further context.

Whilst this document outlines the overarching framework and strategic measures, the reporting and monitoring is done elsewhere in the associated performance dashboards and individual project and programme 'in-depth' reports.

**Strategic**
- Provides regular performance information from across the council
- Enables scrutiny and informed decision making
- Provokes debate about what should happen next
- Evidences progress against corporate priorities

**Tactical**
- Informs planning, resourcing, quality management and service delivery
- Informs workforce development and continuing professional development
- Informs service improvement
- Evidences progress against Service priorities

**Operational Front line**
- Aims to maximise the value the employees create
- Encourages changed behaviours and approaches
- Enables the experiences of the public to be conveyed directly to strategic leaders
- Enables the public to understand how funds are being used and what improvements they should expect

**Hierarchical View of the Council's Information need and classifications adopting Anthony's Triangle (1965)**

16

**Strategic** level measures will focus on key business and strategy goals and will be the responsibility of the Executive Directors and Assistant Directors. These will consist of a small set (around 10) key outcome measures and an ad hoc set of in-depth insight reports as required on specific topics. These will drive the key action plans disseminating from the Strategic Performance Group (SPG).

**Tactical** level measures will focus on two key areas - projects and programmes, and work themes. Project reporting will be the responsibility of the project or programme lead, and theme reporting will be the responsibility of the Service Manager for the key work area. Monitoring of themes will be supported by a small set (around 20) key outcome and output measures. Projects and themes will additionally be supported by measures relating to volumetrics and inputs for context that will not be target set. Reporting will be by exception to the Strategic Performance Group (SPG). However, Service Managers and project leads will be expected to discuss performance in their responsible areas with their teams and put in place tactical action plans and task and finish groups to address issues 'locally' as they arise. These will be performance managed, and delivery reported to the Strategic Performance Group (SPG).

**Operational** level measures will focus primarily on the workforce and will be the responsibility of Team Leaders and Lead Practitioners. Monitoring of themes will be supported by a small set (around 10) key outcome and output measures. Teams will additionally be supported by measures relating to volumetrics and inputs for context that will not be target set. Reporting will be to the associated Service Manager and then by exception by the Service Manager to the Strategic Performance Group (SPG) as required. Operational monitoring will relate to the following themes:

- Team Business Plans
- Individual Performance Plans & Supervision
- Training & PDR Completion
- Caseload Management

A set of performance information, reporting and structures are already in place in some areas, for **existing Groups and Boards** and these will not be changed at this stage. This includes (but is not limited to):

- Safeguarding Adults Board
- Health & Wellbeing Board
- Integrated Care Board
- Children and Young People Partnership Board

17

## Performance Management Processes

The mechanics of performance management:

- Starts at individual performance,
- Links up to the different Teams, Services and Directorates within the organisation, who use their data capture systems to feed into the Key Performance Indicators
- Which are taken to Senior Leadership Board (SLB) and used to support strategic improvement planning, as well as Cabinet Briefings, Committees and various Corporate Management teams.

The processes and measures within the performance framework will be structured to:

- Provide clarity by painting and reflecting a clear picture of strategy and direction of travel.
- Provide focus on what is important, requires attention, or is going well.
- Monitor improvement by measuring progress towards the desired state.
- Be relevant, clearly defined, and balanced.
- Cover all key aspects of input, process, output, and outcomes.
- Through measurement, provide support for performance analysis, risk awareness, and decision making.

Whilst the Council's Corporate Performance & BI Team provide support with performance monitoring and reporting across the Council, some individual directorates/services currently have their own performance monitoring in place. The respective performance leads within each directorate are currently responsible for collating key metrics and providing this data either to use internally or as part of the wider council reporting systems. It is imperative that this continues to happen, with an emphasis on each individual service providing the data for the purposes of monitoring, reviewing, and auditing performance.

As a result, it is expected that there can be no 'one size fits all' approach and that different areas and processes will be monitored in different ways. In addition, it is anticipated that the measures and framework will change significantly as time progresses and hence this document will be under regular review.

When trying to make this framework work in the real world it will be important to remember:

- Whilst the initial key monitoring is based around a standard 'dashboard/scorecard approach' these are not appropriate for all scenarios and will be supplemented by individual, focussed 'in-depth' reports on specific topic areas and reports on progress of individual projects and programmes. It is for this reason that reporting of performance measures has been split into areas and responsibilities so that the complexity of the real world can be maintained (avoiding oversimplification) whilst making the job of monitoring more straight-forward for those responsible for doing it.

18

- Real world performance isn't wholly quantitative. Whilst initially many of the proposed measures are numbers, we try to avoid *only* measuring things that can be readily reported in a 'numeric' dashboard. Qualitative reporting will be critical to the success of the performance framework and ensure we include the voices of our customers and partners. This will also allow us to answer the 'why' and not just the 'what'.

- The initial structure of this performance management framework is 'past dependent' in that it reports what has happened, though where possible more 'near real-time' change will be captured. Future iterations once this is embedded must contain more forward-looking performance assessment if it is to be of value. This should embrace ambitious target and goal setting, encourage innovation, and use predictive analysis and risk segmentation.

- Performance management is cultural, a set of measures (however 'SMART' and clearly defined) will not make change happen; this must be driven by individuals at all levels in an organisation and through a focus on continuous (even if small) improvement. The traditional mantra is 'better today than yesterday'.

The performance framework is designed to help us identify whether the things we are doing are working in the way we expect and are delivering the improvements we and our customers want. Whilst the framework reflects the changing national landscape its focus is the monitoring and correction of the things done to support our customers and communities in need of help. The framework is one part of a larger set of strategies to create an environment of continuous improvement supporting our staff, customers, and partners.

The measures and monitoring processes set out here are aligned to our core strategic goals, objectives and the outcomes expected are set out in the Corporate Plan. Though to ensure the Council is achieving its core purpose, officers and Councillors must have insight into two basic questions:

- **Have those aspects of people's lives which the Council influences improved?**
- **Has there been an overall improvement in the quality of life for people who live in the area?**

## A Balanced Scorecard Approach

The objective of this framework is to ensure that information is available which enables us to understand, monitor and assess our outcomes, enabling appropriate action to be taken when performance deteriorates, identify areas for continued growth, and spot opportunities for innovation. The metrics described here cover a set of key themes including but not limited to:

- Performance information – activity and process efficiency information.
- Strategic direction – key strategic objectives.

19

- Organisational capability - capacity plans for both activity and staffing, benchmarking, and comparative data where relevant.
- Finance – annual cost and income budget plans, other divisional financial information, and efficiency programmes.
- Quality information – customer safety, support effectiveness, customer experience and compliments and complaints.
- Human resources information – staff engagement, absence data, turnover and vacancies.
- Governance, risk, and compliance information.
- Commissioning information – market shaping, capacity, risks, and quality.
- Project, Programmes and Team Business Plans information – progress with agreed transformation delivery and objectives.

Some elements of the self-assessment / balanced score card approach do not lend themselves to quantitative assessment and as such the number and focus of those 'measures' vary as highlighted in this document as elements such as 'leadership and governance' for example lend themselves to a different 'assessment' approach.

The domains are:
- Leadership & Governance.
- Performance & Outcomes.
- Commissioning & Quality.
- National Priorities & Partnerships.
- Resource & Workforce.
- Culture & Challenge.

Where appropriate both a qualitative and quantitative approach will be taken to facilitate the balance overview of our performance and activity. This will include self-assessment through discussions with partners and stakeholders including audit reviews and case studies.

## Performance Monitoring & Reporting

It is critical that performance is regularly and appropriately reported across all areas of the business. To support this:

- Every quarter a meeting of the Senior Leadership Board will be set aside for a detailed discussion and review the Council's performance. SLB will consider the new Corporate Plan Overview Report (CPOR), which sets out the performance and progress against the commitments made in the Corporate Plan across all the strategic priorities and goals. The report, which will be presented to Cabinet, will include both qualitative and quantitative updates and will also be presented to Cabinet and Committees. SLB will need to consider performance issues arising from the previous quarter, changes to

20

targets, agreement for new or revised indicators, resource implications required to meet specific targets.

- The Executive Leadership Team (ELT) may consider establishing a Strategic Performance Group (SPG) to consider performance across the whole council. In addition regular meetings, the SPG will provide the opportunity to review highlights from the various thematic performance dashboards, updates on projects and programme metrics 'by exception,' and cross cutting deep dive into operational issues, e.g. front door, demand management, customer feedback, sickness etc. The meeting will be chaired by the Chief Executive and attended by relevant Assistant Directors, HR and finance leads. Where necessary 'task and finish' groups may be initiated by the SPG to deliver on remedial actions to address specific performance issues.

- From September 2024 Directorate Service Plans will be 'going live.' These plans will form a useful tool to support the Executive Leadership Team and Assistant Directorates and will be capable of capturing information from across the Council on delivery against the Corporate Plan, performance issues and mitigation measures.

- Service Managers will report, highlight, and discuss performance issues with Team Managers and staff to ensure all members of staff are sighted on performance. Issues raised by staff will be escalated back to the SPG through Team Leaders and Service Managers as necessary.

- Where appropriate SPG members will report performance back to partners to ensure the integrated system is aware of performance, issues, and risks.

- All performance reports, live KPI dashboards and directorate delivery plans will be available via the internet and will be accessible to all staff across the organisation. The Corporate Performance & BI team will work with staff across the whole of the council to improve the consumption and utilisation of the performance products. This will deliver a rolling programme of improvement for the Performance Management Framework.

- The role of the Corporate Performance & BI team will be to develop into a quasi-independent reporter on the Council's progress and provide robust challenge to practice and delivery across the whole organisation.

- Performance will be shared with the wider public through mechanisms such as 'Local Accounts' and 'Provider/User Forums' to ensure transparency and challenge through-out the system.

**Corporate Plan Overview Report**

Corporate Plan Overview Report

| Quarterly highlights | Progress against Corporate Plan | Budget and corporate health |

## Corporate Plan Overview Report

The Corporate Plan Overview Report (CPOR) will set out the performance and progress against the commitments made in the Corporate Plan across all the strategic priorities and goals. The report includes both qualitative and quantitative updates and will be presented to Cabinet quarterly.

Quarterly Service Reports

| Director's overview | Progress against Service Plan | Budget and resourcing |

## Quarterly Service Reports

Each directorate produces a Quarterly Service Report (QSR) detailing the performance and progress against the commitments made in their annual service plans. The report includes both qualitative and quantitative updates. QSRs should be reviewed with the relevant Executive Member Portfolio holders and the directorate management team. Directorates should review the progress as part of their Directorate Management Team meetings, with focused discussions on red, amber, or missing data items.

## Service Level Reporting

The Quarterly Service Report (QSR) and The Corporate Plan Overview Report (CPOR) are the corporate reporting documents, however local plans should also have a proportionate reporting process. To ensure there is opportunity to review the delivery of plans and reflect on opportunities for improvement, Operational service plans and team plans should include an agreed review cycle. Services may wish to use local trackers and simple Red, Amber, Green (RAG) status reviews. Council staff also have access to Microsoft Excel and Power BI, which can be explored to present and review performance data.

Public reporting will be through dashboards available on the Council's website and through reports to committee meetings held in public. These will primarily reflect the delivery of the priorities in Sefton's Corporate Plan.

Council Members and officers will be able to self-serve performance information on a more frequent basis as data becomes available and dashboards are updated, rather than waiting for reports to committees. This will enable areas of interest and emerging issues to be identified for more detailed investigation and consideration, possibly as standalone topics for Scrutiny Committee agenda or specific points of focus in quarterly performance reporting. In addition, this more frequently updated information will enable the Council to celebrate successes as they are identified.

Exception reporting to Cabinet will take place quarterly highlighting the actions that are being taken to maintain or improve performance and the progress being made. This will include identifying where performance is exceeding the agreed target. This will be alongside a thematic view looking in more detail at one of the priorities in the Sefton Plan (the timing of which quarter a priority will be reported will be linked to publication

22

of national data to be used for benchmarking purposes alongside local information).

The Council's Corporate Performance Dashboard will provide a view of the key performance indicators for the Council, providing a clear and focused view on the progress that the Council is making.

The Transformation Programme, Projects, Operational Service Plans, Team Service Plans and Personal development Plans will be covered elsewhere and are not repeated here. Suffice to say that the performance metrics and deliverable monitoring in these plans and projects will be reported to the Strategic Performance Group (SPG) as necessary.

## Local Cycle

The corporate planning and performance cycle takes place over a four-year period and aligns with the local political cycle. However, much can change over four years. Therefore, it is important that more detailed service plans are reviewed every year to amend actions as needed.

It is also important that the corporate planning process is aligned with financial planning, as budget setting is key to what can be achieved.

### Four-year cycle

A new Council Plan and service plans will be developed and agreed prior to the start of the financial year following a borough election. There will then be three annual service plans prior to a final transition plan prior to developing a new Council Plan.

### Annual cycle

Each annual period (financial year) will include the full process of analyse-plan-do-review. This aims to ensure that plans stay relevant to the local needs and that performance reporting is used as part of the process of improvement. Quarter three is the main period where service plans are reviewed ahead of the following year.

The annual planning and performance cycle also aims to align with milestones within the budget planning process. Development of service plans, operational business plans and budget planning takes place between September and January each year.

The Council has an annual planning cycle which includes Medium Term Financial Planning (MTFP) and setting the budget, service improvement planning, reviewing the Performance Management Framework (PMF) and the regular reviews for individual staff members through the Personal Development process. There are also regular reviews of the strategic and operational risks to the Council.

The strategic planning cycle for the Council is as follows:

23

| Strategic Planning Cycle | | | |
|---|---|---|---|
| Date | Activity | Date | Activity |
| Apr | Quarter 4 Performance Report | Oct | Quarter 2 performance report Service improvement planning for following year |
| May | | Nov | |
| Jun | Outturn report for previous financial year | Dec | Medium Term Financial Planning update |
| Jul | Quarter 1 Performance Report | Jan | Quarter 3 performance report Sign-off service improvement plans for April |
| Aug | | Feb | Confirmation of New Performance Monitoring and Targets |
| Sep | | Mar | |

More detailed performance monitoring will take place at varying regularity for example:

- Weekly
  - Caseload
  - Case and Data quality
  - Operational targets – near 'real-time' performance

- Monthly
  - Service Area Departmental and Service Management Teams
  - Team Meetings
  - Staff one to ones

- Quarterly
  - Scrutiny
  - Portfolio Holders
  - Executive Directors

- Yearly
  - Financial year outturn report
  - Performance Annual Report
  - Personal Development

## Training & Development

We will continue to develop our training and workshops to support both our councillors and staff to engage with performance management and measurement, by increasing understanding of interpreting data and understanding statistics, improving data literacy, and developing skills in constructive challenge.
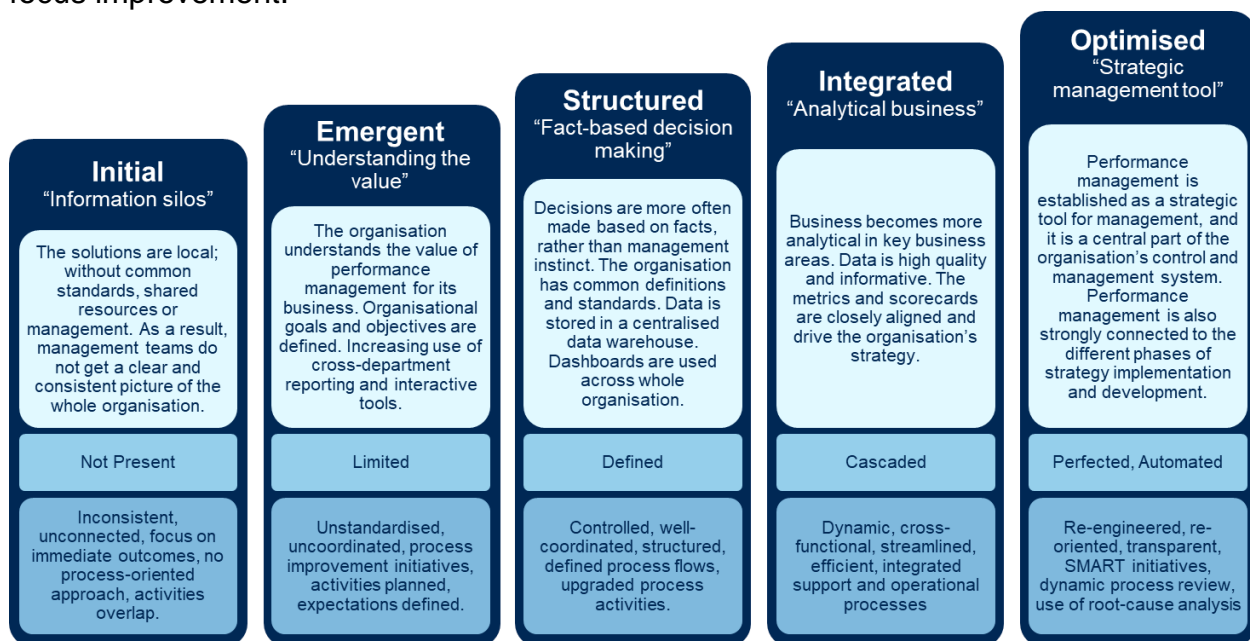
## Performance Management Culture

Effective performance management is not just about developing technically good indicators and measures, and a structure of planning and monitoring. It is equally important to establish a culture where there is a desire and commitment to have an evidence-based improvement approach, where staff have permission to test their ideas with the freedom to fail and learn.

24

Whilst it is difficult to objectively measure the effectiveness of culture for delivering good performance management, the Local Government Association has identified seven core standards that promote good improvement culture and provide insight on issues which may prevent progress. These standards are integral to developing and embedding a strong performance management culture and will be adopted in Sefton.

- **Leadership:** which encourages learning, and an infrastructure which enables learning (for example, sufficient time, resources, experience).

- **Staff involvement and commitment:** A real commitment from staff is needed to create a culture throughout all levels of the organisation.

- **Transparency:** A culture where staff are actively encouraged to flag risks or concerns to help prevent failure and create a context of reflection when failure does occur.

- **Willingness to learn from poor performance:** Similarly, a willingness to reflect upon and learn from previous poor performance is required to focus on improvement in the future.

- **Communication and language**: Good internal communication of performance management, for instance, promoting good practice and communicating success.

- **Support and advice:** Staff should be able to access support and advice when they need it, to create a positive culture of learning and growth.

- **Reinforcement:** Demonstrating the benefits of performance management to staff and celebrating successes is effective in raising the credibility of performance management.

## Organizational Maturity

Performance management maturity models such as the Local Government Data Maturity Model exist to reflect on the current organisational position and key areas to focus improvement.

| **Initial**<br>"Information silos" | **Emergent**<br>"Understanding the value" | **Structured**<br>"Fact-based decision making" | **Integrated**<br>"Analytical business" | **Optimised**<br>"Strategic management tool" |
|---|---|---|---|---|
| The solutions are local; without common standards, shared resources or management. As a result, management teams do not get a clear and consistent picture of the whole organisation. | The organisation understands the value of performance management for its business. Organisational goals and objectives are defined. Increasing use of cross-department reporting and interactive tools. | Decisions are more often made based on facts, rather than management instinct. The organisation has common definitions and standards. Data is stored in a centralised data warehouse. Dashboards are used across whole organisation. | Business becomes more analytical in key business areas. Data is high quality and informative. The metrics and scorecards are closely aligned and drive the organisation's strategy. | Performance management is established as a strategic tool for management, and it is a central part of the organisation's control and management system. Performance management is also strongly connected to the different phases of strategy implementation and development. |
| Not Present | Limited | Defined | Cascaded | Perfected, Automated |
| Inconsistent, unconnected, focus on immediate outcomes, no process-oriented approach, activities overlap. | Unstandardised, uncoordinated, process improvement initiatives, activities planned, expectations defined. | Controlled, well-coordinated, structured, defined process flows, upgraded process activities. | Dynamic, cross-functional, streamlined, efficient, integrated support and operational processes | Re-engineered, re-oriented, transparent, SMART initiatives, dynamic process review, use of root-cause analysis |

The journey to develop the performance management utility, skills and capability within Sefton will be continuous, however there is already a good foundation in place, and although there is some variation in the thresholds between models, current reflection locates the organisation on the border between **"emergent"** and **"structured"** levels. There is a continued emphasis on the value of performance management within the Council, and the potential to expand competence across the whole organisation and to improve data quality and management is recognised. This framework will help us to improve the clarity of definitions and expectations for the organisation to progress within the "structured" level.

## Performance Management Structure

Embedding performance management throughout the council is a continual process and involves everyone. An overview of the roles and responsibilities related to corporate performance management is set out below.

## Councillors

| Group | Role | Task | Responsibility |
|---|---|---|---|
| Full Council | Strategic role in informing vision and direction for the Council. | Approve new Council Plan | Approves the overall priorities and budget for the Council. |
| Leader | Strategic role in setting vision and direction for the Council. | Review and present The Corporate Plan Overview Report (CPOR) Quarterly | Leads the work of the Cabinet, its programmes and priorities, has overall responsibility for the development, implementation, monitoring and review of the Council's vision, objectives and priorities. |
| Cabinet Members | The Cabinet comprises of the Leader of the Council and nine Cabinet Members of the Council. Each Cabinet Member has a specific area/portfolio of responsibility relating to performance monitoring. | Review The Corporate Plan Overview Report (CPOR) Quarterly Approve annual Service Plans. Review Quarterly Service Report (QSR) for relevant portfolio area. | Liaises closely with Executive Directors and Assistant Directors responsible for activities within their portfolio, scrutinise service performance. Work closely with other Councillors who will support their portfolio. |
| Overview and Scrutiny | Contributing to policy development, holding decision makers to account, investigating issues of importance to the wider area, and overseeing delivery. | Scrutinise The Corporate Plan Overview Report (CPOR) Quarterly. | Discuss information they have received and heard evidence from Councillors, officers, experts, and members of the public. The scrutiny committee makes recommendations for improvement to the Cabinet, to other committees, to the Council – or to local partners. |
| All Councillors | Keep a watching brief on the Council's overall performance, particularly areas of poorer performance and risk, as well as good practice and innovation. | Monitor corporate performance information. | Provide challenges on performance issues. Use the information received through surgeries and queries from members of the public when considering performance. |

| Officers | | | |
|---|---|---|---|
| Group | Role | Task | Responsibility |
| Chief Executive | Leads the delivery of Council services, following the direction of decision-making Councillors. | Produce, review and present the Corporate Plan Overview Report (CPOR) Quarterly | Takes action to deal with areas of poorer performance across the Council as appropriate. Makes decisions, where permitted to do so under the Council's scheme of delegation. |
| Executive Directors | Ensures action is being taken to deal with areas of poorer performance and risk as well as developing areas of best practice and innovation. | Review and present the Quarterly Service Report (QSR) for relevant portfolio area.  Compile annual service plans. | Takes action to deal with areas of poorer performance across the council as appropriate, and directed by the Chief Executive. Makes decisions, where permitted to do so under the council's scheme of delegation. |
| Assistant Directors | Responsible for the leadership, management, and performance of key council services and working with councillors to ensure the delivery of the council's vision, approach and policies. | Produce Quarterly Service Report (QSR) narrative and data. Oversee the development and delivery of Operational Service plans. | Accountable for their service's operational performance. Develops staff and teams to ensure they deliver their objectives and contribute to the Council's strategic objectives as detailed in the Corporate Plan. |
| Service Managers and Team Managers | Reinforce the links between organisational and individual objectives and provides feedback that motivates employees, helping them to improve and holding them to account. | Contribute to performance narrative and data entry for Quarterly Service Report (QSR). Develop Operation Service Plans and Team level plans. | Carries out self-evaluation of strengths, areas for improvement, outstanding risks and how these are being dealt with. Helps team members understand the organisation's performance management framework and how their role contributes to the achievement of Council priorities. |
|  |  |  |  |
| Audit Team | Audits Performance Management Framework and KPI suite annually. | Undertake sample tests of KPIs. | Feedback audit of performance to Assistant Directors and Executive leadership Team. |
| Business Intelligence | Extracts and processes information from data systems and other | Edits and communicates revisions of the framework and KPI Suite. | Support Executive leadership Team and Assistant Directors to produce the Corporate |

| | | | |
|---|---|---|---|
| Team | sources. | Maintains register of KPIs.<br>Quality assures data and KPIs produced by Business Intelligence Team.<br>Extracts and analyses data in response to performance issues and investigations. | Plan Overview Report (CPOR), Quarterly Service Report (QSR), and performance reports for Cabinet Members and/or other stakeholders, including technical commentary on suitable indicators and interpretation of trends. |
| Frontline teams / staff | Record data using business systems.<br>.<br>Identify actions required to achieve priorities and objectives. | Provide insight and data entry, where applicable. | Hold knowledge of local communities and their specific needs.<br>Holds knowledge and skills to contribute to making services more valuable.<br>Gather first-hand knowledge of what is working and what is not, and routinely feeds back on measures, targets and risks to achieving desired outcomes. |

## Strategic Measures

Page 220

| Corporate Plan Theme | Corporate Plan Measure | Target | What is 'Good' | Theme Responsibility | Metric Responsibility | Data Source & Officer |
|---|---|---|---|---|---|---|
| **Improving outcomes for children and their families** | Percentage of Child Assessments involving Exploitation. | | Low | | | |
| | Social Worker Staff Turnover Rate. | | Low | | | |
| | Percentage of Agency Workers. | | Low | | | |
| | Social Worker Average Caseload. | | Low | | | |
| | Response Rate to Children and Young People Plan Survey. | | High | | | |
| | Percentage of Cared for Children in Stable Placements. | | High | | | |
| | Percentage of Cared for Children with Permanent Social Workers. | | High | | | |
| | Percentage of Cared for Children with Combined Visits and Casework up to date. | | High | | | |
| | Percentage of Cared for Children Placed with Parents. | | High | | | |
| | Response Rate to SEND Survey (Positive Experience). | | High | | | |
| | Percentage of Repeat Referrals in Previous 12 Months. | | Low | | | |
| | Total number of in-house/LA Registered foster carers. | | High | | | |
| | EYFS - % Achieving Good Level of Development. | | High | | | |
| | Percentage of children achieving expected standard+ (EXS+) combined Reading, Writing, Maths (RWM) by end of KS2. | | High | | | |
| | Progress 8 for KS4 pupils. | | High | | | |
| | Attainment 8 for KS4 pupils. | | High | | | |
| | Percentage of Children Persistently Absent | | Low | | | |
| | Percentage of Sefton Children Educated in a School Rated Good or Outstanding. | | High | | | |
| | Percentage of care leavers aged 19-21 who are Not in Education, Employment or Training (NEET). | | Low | | | |
| | Percentage of children with Education, Health and Care Plans (EHCP) issued within a 20-week statutory timeframe. | | High | | | |
| | Percentage / Total of children with SEN Support (Excl EHCP Plan). | | Low | | | |
| | Number of children living in families in absolute low income. | | Low | | | |

| Corporate Plan Theme | Corporate Plan Measure | Target | What is 'Good' | Theme Responsibility | Metric Responsibility | Data Source & Officer |
|---|---|---|---|---|---|---|
| **Providing care and support that empowers people to live an independent life, exercise choice and control, and be fully informed** | Percentage of Safeguarding Clients Whose Making Safeguarding Personal Outcomes Were Met. | | High | | | |
| | Percentage of Clients whose Services have Improved Their Quality of Life. | | High | | | |
| | Percentage of Carers whose Services have Improved Their Quality of Life. | | High | | | |
| | Social Worker Staff Turnover Rate. | | Low | | | |
| | Social Worker Average Caseload. | | Low | | | |
| | Percentage of Agency Workers. | | Low | | | |
| | Number of clients with assistive technology/telecare. | | High | | | |
| | Number of visits to 'AskSara' website. | | High | | | |
| | Percentage of Clients Involved in a Safeguarding Episode. | | Low | | | |
| | Percentage of Clients Placed in Good or Outstanding Care Homes. | | High | | | |
| | Percentage of Carers who can do what they want. | | High | | | |
| | Percentage of Casework Audits Rated Good or Excellent. | | High | | | |
| | Percentage of Clients who state they have Good/Excellent Choice & Control. | | High | | | |
| | Percentage of Clients/Carers asked about their experience. | | High | | | |

Page 221

| Corporate Plan Theme | Corporate Plan Measure | Target | What is 'Good' | Theme Responsibility | Metric Responsibility | Data Source & Officer |
|---|---|---|---|---|---|---|
| **Improving the health and wellbeing of everyone in Sefton and reduce inequality** | Number of Domestic Violence Incidents Reported. | | Low | | | |
| | Number of visitors to monitored open spaces. | | High | | | |
| | Total number of visits to leisure facilities managed by Active Sefton. | | High | | | |
| | Rate of Overweight Children – NCMP. | | Low | | | |
| | Rate of Child Vaccinations. | | High | | | |
| | Rates of Mental Health Issues - Child/Adult. | | Low | | | |
| | Library Visits. | | High | | | |
| | Community Centre Visits. | | High | | | |

Agenda Item 9

Agenda Item 9

Page 222

| Corporate Plan Theme | Corporate Plan Measure | Target | What is 'Good' | Theme Responsibility | Metric Responsibility | Data Source & Officer |
|---|---|---|---|---|---|---|
| **Working together to deliver affordable services which achieve the best possible outcomes for our communities** | Number of schemes delivered to support Safer Routes to School programme. | | High | | | |
| | Total recorded crime excluding fraud (crime rate per 1,000 for headline offences). | | Low | | | |
| | Completions of new homes in line with housing trajectory. | | High | | | |
| | Additional affordable homes completed (affordable rented and shared ownership). | | High | | | |
| | Affordable housing completions on qualifying sites (percentage of total completions on qualifying sites). | | High | | | |
| | Number of people rough sleeping. | | Low | | | |
| | Percentage of Homelessness Preventions. | | Low | | | |
| | Number of households in Temporary Accommodation. | | Low | | | |
| | Proportion of Contact Centre Answered Calls. | | High | | | |
| | Number of One Stop Shop Visitors. | | High | | | |
| | Number of Website Visitors. | | High | | | |
| | Percentage of women in the top 5% of staff earners. | | High | | | |
| | Percentage of BME in the top 5% of staff earners. | | High | | | |
| | Percentage of LGBTQ+ in the top 5% of staff earners. | | High | | | |
| | Percentage of disabled staff in the top 5% of staff earners. | | High | | | |
| | Recycling rate – percentage of household waste sent for reuse, recycling and composting. | | High | | | |
| | Percentage of complaints investigated and upheld by the Local Government & Social Care Ombudsman. | | Low | | | |
| | Percentage of council-wide corporate complaints responded to within agreed timescale. | | High | | | |
| | Percentage of minor planning applications decided within time or with an extension of time. | | High | | | |
| | Percentage of major planning applications decided within time or with an extension of time. | | High | | | |
| | Proportion of Staff not Commuting. | | High | | | |
| | Business Miles Claimed - Non Electric. | | Low | | | |
| | Number of publicly available charge points per 100,000 population. | | High | | | |
| | Estimated renewable energy generated installed on council estate. (KWp). | | High | | | |
| | Scope 1 and 2 emissions from direct Council operations (consumption of fossil fuels including heating, electricity consumption and fleet fuel) (T Co2e). | | Low | | | |

| Corporate Plan Theme | Corporate Plan Measure | Target | What is 'Good' | Theme Responsibility | Metric Responsibility | Data Source & Officer |
|---|---|---|---|---|---|---|
| | Tonnage of low carbon road material used within planned highway maintenance programmes. | | High | | | |
| | Trees Planted. | | High | | | |
| | Total number of vehicles and internal combustion engine (ICE) powered plant converted to electric (associated with the highway works contract). | | High | | | |

| Corporate Plan Theme | Corporate Plan Measure | Target | What is 'Good' | Theme Responsibility | Metric Responsibility | Data Source & Officer |
|---|---|---|---|---|---|---|
| Creating more and better jobs for local people | Visitor Numbers. | | High | | | |
| | Percentage of un-occupied units on neighbourhood parades. | | Low | | | |
| | Business survival beyond four years. | | High | | | |
| | Number of new businesses births in Sefton. | | High | | | |
| | Unemployment rate of the working age, economically active population. | | Low | | | |
| | Claimant Rate. | | Low | | | |
| | Apprenticeship starts since start of academic year. | | High | | | |

| Corporate Plan Theme | Corporate Plan Measure | Target | What is 'Good' | Theme Responsibility | Metric Responsibility | Data Source & Officer |
|---|---|---|---|---|---|---|
| Financial Sustainability of the Local Authority | Value (£000s) of un-recovered debt. | | Low | | | |
| | Section 106 income recovered. | | High | | | |
| | Council tax collection rate. | | High | | | |
| | Business Rates collection rate. | | High | | | |
| | Debt outstanding as a percentage of gross debt. | | Low | | | |
| | Total debt as a percentage of core spending. | | Low | | | |
| | Value of achieved savings from Transformation Change Programme. | | High | | | |

Page 223

Agenda Item 9

## Appendix 1 Key Performance Indicator (KPI) Quality Standards

This checklist should be used to ensure the quality of any Key Performance Indicator (KPI) used within the Council at any level.

Is the KPI:

- Specific: The performance measure indicates exactly what result is expected so that performance can be judged accurately.

- Measurable / Cost-effective: Data is available or is collected easily, balancing the benefits of the information against the costs of collecting evidence.

- Achievable: The measure is realistic, not based on aspiration.

- Relevant / Appropriate: The measure matters to the intended audience and is clearly related to the service being measured and is useful for the stakeholders who are likely to use it.

- Timely: Information is available frequently enough to have value in making decisions, and information is provided to managers and policymakers at times they need it.

- Responsible: There are clearly allocated individuals responsible for achieving the goal.

- Focused: Focused on the organisation's aims and objectives.

- Balanced: Giving a picture of what the service is doing, covering all significant areas of work.

- Robust: Robust to withstand organisational changes or individuals leaving.

Other considerations:

- Can 'good' be easily and appropriately identified?

- Are you clear on what success looks like?

- Is the KPI outcome focussed?

- Do the measures allow for nuance, improvement, and analysis of trends? Are they realistic but also ambitious?

- Should a target be used and how will it be set?

- Is there an appropriate comparator?

- Is trend data available?

- Are the calculations used to produce the KPI accurate or subject to margins of error / estimation and are these appropriately commented on?

- Is the data sufficiently recent?

- How does this link to the council's overall strategy, corporate plan, departmental plan, and individual appraisals or workplans? How does it link to national initiatives?

- Is this making use of existing data, or does it require new data to be collected? Is there a minimal burden on the frontline service collecting this? Is there any existing data that could contribute to this that is not currently being used?

- What exactly does this data tell us?

## Appendix 2 Key Performance Monitoring Reporting & Interpretation Standards

Questions to explore when gathering and presenting the data:

- Is there a mix of qualitative and quantitative data, if appropriate? That is, can we understand cost, quality, and opinion? (How did we do? What difference did it make?)
- How will the citizen's voice be captured?
- Can the data be shared in a way that is easy to understand? Are there graphics, simple language, charts?
- Does the presentation allow context and nuance around the data? Is there space for narrative around the graphs / charts?
- Does the data presentation allow and encourage challenge from the scrutiny committee and councillors with responsibility for the services?
- When you have presented the data, how is it then used to influence performance?
- What are the limitations of the data? Is it likely to have over-or-under-represented certain views or experiences?
- What are the key messages that arise from the data?
- What are the common or majority view experiences? What are the outlying views?
- What are the views/ experiences of individuals/ groups?
- Are there any unanticipated messages or themes?
- Does the data prompt any further questions or lines of inquiry?
- Do I have any biases, perceptions or life experiences that could affect my analysis of the data?

Cyclical processes to undertake when monitoring performance:

- Define where we are now – baseline & determine where we want to be based on the corporate plan, key strategies, and budget constraints / savings.
- Quantify the measures and set targets.
- Review the performance, understand deviations, and analyse the root cause.
- Agree actions to correct performance and implement the actions.
- Evaluate the effectiveness of interventions.

## Appendix 3 Approach to data and indicators

There is not a national set of indicators that English councils must monitor themselves against. Therefore, our approach is locally set, incorporating opportunities for benchmarking where possible and any statutory return requirements.

All measures, and actions should be SMART, throughout service plans, operational business plans and personal development plans.

**S - specific** – detailed and meaningful

**M - measurable** – this could be an input, output or outcome

**A - achievable** - but also stretch the organisation/individual

**R - relevant** – aligned with the overarching objectives

**T - timebound** – clearly setting out when it will be achieved

**R - responsibility** – clearly setting out who is responsible for the indicator

All data collected is expected to be high quality so it can be used to make effective decisions. It is each manager or data entry officer's responsibility to ensure this. Quality data reflects information that is accurate, valid, dependable, complete, relevant and timely.

Whilst the Council's Performance & Business Intelligence team continue to drive forward work to improve data quality and access, which will support the organisation to be data driven in decision making and improvement, the longer-term aspirations to integrate resources, develop data infrastructure, enhance automation and improve staff skills will all contribute to the progress across Council.

There are four types of information collected for the QSRs and CPOR, each has a different purpose, but all should be based on the principles described above.

- **Annual actions -** These are specific tasks that focus on strategic projects or programmes. They are updated each quarter with narrative, extent of completion and a self-reported RAG status.

- **Key Results** – These are key measures identified through the Corporate Plan. They are outcome focused to assess progress toward each of the Corporate Plan priorities and goals. The result will often be influenced by wider partners and external factors.

- **Performance Indicators** – These are traditional measures of performance, where targets are defined to assess performance against target.

- **Contextual Indicators** – These provide more general and contextual information, often to help forward planning and decision making. These will be included to monitor where delivery of the corporate priorities could be affected, for example demand or capacity management.

Benchmarking plays an important role to increase understanding of the Council's position and outcomes. It allows local authorities to identify their comparative strengths and areas for improvement. There is extensive data available through platforms such as LG Inform, so local measures should be identified based on strategic relevance, timeliness, and completeness of data.

Relevant comparison groups include the Chartered Institute of Public Finance and Accountancy (CIPFA) nearest neighbours for Sefton in the Liverpool City Region, the Northwest region, and statistical neighbours. CIPFA neighbours are a group of approximately 15 other local authorities who share similar characteristics, including population, geography, economic position and type of authority.

The Office for Local Government (Oflog) launched its 'Data Explorer' in 2023 to provide additional data insights for local authorities. They continue to expand the data available, and their data explorer tool may offer further comparative information.

Other comparative data is available through the LG Inform (themed reports or data explorer), PHE Fingertips, and the Office for National Statistics official census and labour market statistics.

# Agenda Item 9

# Sefton Council Productivity Plan 2024

## Document Control

### Issue/Amendment Record

| Version | Date of Issue | Reason for Issue |
|---------|---------------|------------------|
| V0.1 | 29/05/2024 | Initial Draft shred with Executive Leadership Team |
| V0.2 | 21/06/2024 | Amended following feedback from Executive Leadership Team |
| V1.0 | 04/07/2024 | Amended following feedback from Cabinet Member for Corporate Services |

### Document Ownership

| Role | Name/Title |
|------|------------|
| Author | Wayne Leatherbarrow - Service Manager – Policy, Performance & BI |
| Release Authority | Phil Porter - Chief Executive<br>Cllr Christine Howard - Cabinet Member for Corporate Services |

### Distribution

| |
|---|
| Leader of the Council |
| Cabinet Member – Corporate Resources and Customer Services |
| Chief Executive |
| Executive Leadership Team |

# Contents

## Introduction

This is Sefton Council's response to the request received from Simon Hoare MP (Minister for Local Government) on the 16th of April 2024, to set out what the Council has done in recent years, alongside its current plans, to transform the organisation services. Member oversight and endorsement of the plan has been provided by the Cabinet Member for Corporate Services, in advance of the report being shared with the Cabinet on the 25th of July 2024.

## Section 1

***How has the Council transformed the way it designs and delivers services to make better use of resources?***

Sefton Council remains ambitious for our residents, communities, businesses, and our workforce. Like many Councils, Sefton Council has been impacted by unprecedented reductions in settlement funding from Government between 2010/11 and 2019/20 (£95m / 51%) and therefore had to deliver significant savings and efficiencies and become more productive in response to the reduction in financial resources. This has been achieved through a major strategic shift as the Council has transformed service design and delivery, using its resources effectively and increasing productivity. The process of developing our Corporate Plan consulting with our communities to establish a clear vision, prioritizing our core purpose, reinforcing our Council values, aligning this to our medium term revenue and capital budget plan, and managing performance, enables us to work towards clearly defined strategic ambitions within the funding that is available to the authority.

Consequently, the Council made difficult decisions to deliver savings (e.g. traditional back-office functions, and areas where there is a statutory requirement for Councils to provide services but the level of service is discretionary, such as libraries) and increase productivity in higher-priority areas (Children's Services, Adult Social Care and Community Services), which included significant changes to the organizational structure and capacity across all levels of the organization.

Some of the discretionary services, which continue to be provided because the Council recognizes the immense value of these services to its community's health and wellbeing, have moved to operate within a 'self-financing' envelope, such as the Council-run leisure facilities (swimming pools, gyms, football pitches and sports halls). Furthermore, the Council has developed income recovery through traded service agreements with the schools.

The Council is committed to remaining ambitious, community focused, and operating under the principles of high-challenge & high-support as evidenced through the Annual Governance Statement and the Corporate Peer Challenge. The Council is currently reviewing its Corporate Plan for 2025 and beyond (will recommendations going to Cabinet in July 2024), reflecting on what it has achieved, its forward priorities and the outcomes based measurable performance metrics (including OFLOG indicators) that it will use to demonstrate positive impact across a range of areas. This Council priorities are ambitious and include improving outcomes for children and their families, improving the health & wellbeing of its residents, empowering people live independently, working together to

deliver affordable services, which achieve the best possible outcomes for our communities, creating more and better jobs for local people, and importantly maintaining financial sustainability.

The Corporate Plan, which identifies the corporate priorities to achieve the Council ambitions, is clearly aligned to its Medium-Term Financial Plan, Service Plans and Transformation Plan, which ensures that the Council has the resources to deliver continuous improvement and change its core services, and progress is reported through KPIs that are reported to Cabinet on a quarterly basis.

The Council has developed its Transformation Programme 2024, which will support delivery of the Corporate Plan, and will also be the vehicle to deliver financial sustainability. The four pillars of its transformation plan include:
- Everyday excellence (continuous improvement in service delivery and support)
- Growth (redefining Sefton place through town deal and levelling up allocations)
- Setting us up to succeed (improved infrastructure for the corporate landlord function, performance management, workforce development, commissioning, and contract management)
- Better outcomes and sustainable services (transformational change to SEND, Home to School transport, Children's Social Care, Better at Home Adult Social Care and Housing).

The five projects under the pillar of 'better outcomes and sustainable services' address 75% of the Council spend; reducing revenue costs and improving outcomes, will improve productivity for that 75%. The Council is committed to investment in the medium term to deliver those projects (for example in Council housing, temporary accommodation, extra care housing, support living, SEND provision, home to school transport), and investment for the long term growth in place through levelling up and Towns deal projects.

Alongside the £37.5m in government funding for a range of exciting projects across Southport town centre and sea front, the Council and Liverpool City Regional combined authority is investing a total of £73m capital finance to drive the economic regeneration of Southport to deliver long-term productivity growth and a resilient economy, so that Southport will be a thriving place for people to live and work. The Council also has ambitious plans and has committed further capital finance alongside levelling up funding for place regeneration of Bootle town centre, allocating space for education, health and social care uses, an enhanced leisure and hospitality offer, and community, cultural and creative spaces, plus significant investment in the economic development and civic infrastructure in Crosby village.

Given the continuing pressures on Council funding, these investments will need to be partially be funded by the delivery of further short term improvements in the efficiency of council services, generating savings through the redesign of the Adult Social Care, managing a reduction of residential placements for cared for children, reducing the use of independent schools for SEN provision, and consequently the demand for specialist home to school transport, the continued review and reduction in the use of agency staff across the workforce, particularly in the area of children's services.

The synergistic approach of joining corporate planning with the delivery of corporate service objectives and transformation, underpinned by a performance management framework, and allied with financial planning (medium and long term financial investment) has enabled the

Council to continue to set balanced budgets in a financially sustainable manner, whilst ensuring the delivery of its core purpose.

The Council also continues to work effectively with local partners to deliver collectively against its strategic priorities, utilizing expertise at resources at a place level with strategic partners. For example the Council leads on the Children and Young Peoples Partnership, working in partnership across all organization's which have an interest in supporting children young people and families to make Sefton the best place to grow up by keeping children safe, healthy, happy and heard as well as giving them the tools to achieve whatever they set out to achieve, whilst also responding to issues including child poverty, children's mental health and emotional wellbeing.

The Council is determined to continue to co-design and work with its strategic partners on initiatives to transform service delivery for the benefit of our residents and communities (examples of this include working with the ICB and Mersey Care NHS Foundation Trust, to deliver a community-centred prevention initiative to address health inequalities as part of the place regeneration of Bootle town centre, and the huge expansion of Maghull Health Park to become a gateway for investors and innovators to transform the future of mental health provision).

In summary, the Council has had to, and continues to, continually improve, and transform the way it designs and delivers services to make the best use of the resources available to it and its key strategic partners, to be ambitious for our residents, communities, businesses, and our workforce.

## Section 2

**How does the Council plan to take advantage of technology and make better use of data to improve decision making, service design and use of resources?**

The Council is digitally ambitious and embraces opportunities to improve its data maturity through strategic financial investment in technology maximize its capacity by integrating and upskilling existing resource, triangulation of data, and reducing silo working across the council. We have ambitious plans in place for both revenue and capital financial investment to support the delivery of its Transformation Programme, which in turn is linked to the delivery of the key priorities identified in the Corporate Plan. This includes implementation of technology to improve delivery of services against key objectives, whilst maximising the use of available resources at a time when budgets are under so much pressure, costs are spiralling, and capacity is limited.

Some key technology projects that have already been delivered include:

- All council staff have access to agile working KIT including, laptops and mobile phones as required, this access includes the provision of touch down spaces in office accommodation as well as support to work from home in line with service delivery requirements.  Since 2021 the Council's New Ways of working programme has allow the authority to reduce its office footprint by 29%, enabled more effective working, supported residents and saved money that has been invested in front line services.
- The Council has redesigned and relaunched its Corporate Website ensuring that it is easy to use and is in line with Web Content Accessibility Guidelines.
- The new Customer Experience Platform has been launched, providing improved self-service options for residents across the Borough.
- A Digital Inclusion Partnership for Sefton is now established with an ambitious Digital Inclusion Strategy for residents launched in in 2022.
- The Council has worked in partnership with Liverpool City Region colleagues (LCR Connect) during the build phase of the region's full fibre, ultrafast gigabit capable network, which is now nearing completion  across the borough.
- The Council is committed to working in partnership with the LCR Connect Team to expand mobile network coverage, including 5G across the Borough, and a free public Wi-Fi offer has been designed within Bootle Strand.
- The TECS Strategy (Technology Enabled Care Strategy) has been launched with a significant number of schemes in development or underway across Sefton, including partners.
- The Council is working in partnership with the wider City Region to explore the opportunities afforded by the Internet of Things to develop a Smart Cities approach, discrete programmes are also underway across the borough including Air Quality Sensor deployment.

The Council continues to explore options around implementing the following specific examples as part of its 3-year Transformation Plan, aligned to its Corporate Plan and the Medium-Term Financial Strategy:

- Route planning technology for managing Home to School Transport provision that will allow it to efficiently plan routes to transport vulnerable children safely and reliably to and from school, with 'live route' capability to ensure all parties stay informed in real-time, giving parents and schools peace of mind with up-to-date

information. This should minimise the dependency on non-contracted provision and private taxis, whilst continuing to meet the individual needs of each child. The same route optimisation technology will also allow for improved efficiency in waste collection and street cleansing, building a digital model of the service and comparing different options to identify more efficient and effective operating routes.

- Asset Management and work scheduling technology to improve ground maintenance activity and workflow, maintaining a complete digital repository of land ownership and areas which the council has responsibility for maintaining, and scheduling resources. The same technology will be used for corporate asset management.
- Expanding our Children's Case Management technology to encompass the EHC needs assessment, planning, delivery, and review workflow processes, including an online portal for parents, carers and young people to engage with the SEN teams directly, and for health professionals to submit report contributions as part of the assessment stage.

The Council's digital strategy Sefton Council Digital Strategy 2020-2023 and Sefton's Draft Digital Strategy 2024-2027 outline our vision to become a place connected by people, supported by technology, with connected communities that thrive; with support for local people and businesses that are empowered to take advantage of the opportunities afforded by digital technology. The next iteration of the Digital Strategy is out for consultation, and we will continue to:

- Develop Strong Digital Foundations, ensuring that Sefton has the core Infrastructure and services in place to maximise the opportunities afforded by Digital, this includes working with regional colleagues to maximise the investment made in superfast full fibre across the region. The council is committed to making sure that all digital services are secure and in line with industry standards, alongside this we pledge to be transparent about how we use and share the personal data of all residents. Finally, within this theme the authority aims to ensure that the Digital Strategy supports the councils Climate Emergency and commits to exploring innovative approaches to achieve net zero emissions.
- Support an Enhanced Customer Journey. Sefton has invested in its website and online solutions to allow people to self-serve, we plan to continue this journey over the forthcoming year by providing more opportunities for people to transact with the Council online and we seek to explore new technologies such as AI to improve the customer experience, online, in person and via the telephone.
- Data and intelligence. Expand on the progress that the Council has made in the adopting enterprise Data Warehousing technology & Power BI for data analysis, performance management and predictive analytics (including consideration of the use of AI where appropriate). We will also continue to develop and maximise data and information sharing protocols to facilitate information-sharing between partner organisations to enable better customer experiences and more efficient delivery of services. For example, in the 'Support families programme.' We will build on these developments and our established, strong, information governance arrangement to expand real-time access to validated data across as many Council services as possible, improving out analytical capability, strategic, tactical and operational decision making, and use of resources.
- Supporting the workforce of the future. Over the next 12 months Sefton will replace our older mobile devices to ensure that all staff are equipped with suitable devices to allow them to work effectively. In addition this refresh programme will ensure that all devices are suitable for upgrade to Windows 11, thereby ensuring that Sefton

reduces it technical debt and that all the estate can be secured and patched appropriately. Work is underway to upgrade the corporate Wi-Fi estate to allow growth and support agile working across all sites.

Further examples that seek to improve how the Council plans to take advantage of technology and make better use of data over the next 12-months include:

- Moving the Council's Data Centre to a new location within the Liverpool City region, supporting the corporate property rationalisation programme. This move will also see the refresh of ICT appliances and servers and the continued removal of legacy systems from the estate.
- Continuing to support the delivery of ICT solutions in support of SEND services as well as the requirements of the Children's improvement programme, in addition to exploring the use of new technologies to reduce the administration burden and any duplication of effort across the workforce, thereby ensuring that colleagues can focus on key deliverables.

In summary the Council remains ambitious in the adoption and development of technology to continually improve and transform the way it designs and delivers services. It will continue to make strategic financial investment in areas that will allow it to take advantage of technology to continually improve and transform, aligned to our corporate priorities, whilst making the best use of technology for our residents, communities, businesses, and our workforce.

## Section 3

**What are the Council's plans to reduce wasteful spend within the organisation and its systems?**

Sefton Council spending is rigorously monitored and judiciously aligned to our annual budgets and the priorities in the Council Plan, and therefore we do not consider any of it 'wasteful.'

In section (1) the Council explained how it has responded to unprecedented reductions in settlement funding from Government, how it has delivered significant savings, how it has maximised available resources, and how it has transformed services to become more efficient, but remaining community focused, ambitious, and operating under the principles of high-challenge & high-support. Over the last decade we have had to respond to increasing financial pressures resulting from local government funding cuts and have mechanisms in place to ensure we continue to do so effectively.

The Council's long-standing approach to planning and performance management, based on an "Analyse – Plan – Do – Review" cycle for continuous improvement and change, is strategically aligned with its rigorous financial management process, and allows Strategic Leaders to identify opportunities to improve efficiency across the organisation. The cycle for planning and performance management, and the annual budget process provide the opportunity for the Council's Senior Leaders and Cabinet Members to work together to affirm Council priorities and to challenge expenditure, service delivery and transformation activity against the corporate priorities. It also allows provides the vehicle for consideration of the financial and operational impact of legislative changes or future risks to services. The outcome of our planning and performance cycle directly informs the MTFP process and the budget report to full Council. Progress on service delivery, transformation activity, and financial monitoring is reported to Cabinet quarterly, and in-year monitoring, and regular reporting highlights any financial pressures, allowing the Council to respond and instigate corrective action to address challenges.

The Council has established processes, procedures and rules in place to manage spend, with a clear scheme of delegation and financial regulations set out within the Council's constitution, which is systemically aligned to its process for commissioning and procurement of goods and services.

Following previous Peer challenge activity in September 2018 and September 2022, the Council's most recent Local Government Association (LGA) Peer Challenge in November 2023 highlighted the robustness of its financial controls and the connectedness of the strategic direction, priorities setting and principles for performance and financial monitoring across the local system in Sefton.

The Council is ambitious for our workforce, and is committed to workforce engagement, wellbeing and productivity, evidenced in our workforce development plan and positively reinforced in our most recent staff survey conducted by BMG, where the majority of measures score above the BMG Local Authority comparative benchmark for satisfaction, with 94% of respondents committing "to go the extra mile at work when required" and 91% of respondents committed "to helping Sefton Council be successful." Furthermore, the Council is committed to Equality, Diversity, and Inclusion (EDI), and there are ongoing plans to ensure that EDI is woven throughout the culture of the organization and is integral to our workforce development plans, for example whole workforce training sessions aimed at

embedding key EDI principles into everything we do. Our EDI strategy, along with this workforce plan, are fully aligned to the Council's vision, values, and behaviours, which is to build a more inclusive organisation which serves our people and our communities with honesty, integrity, and objectivity, and we have a zero tolerance to all forms of discrimination, with further guidance created by our workforce and other stakeholders who have lived experience.

Sefton Council encourages a culture where employees understand and feel able to deliver the priorities set by the Council. We have a positive relationship with the Joint Trade Unions, recognising their critical role in supporting the workforce. We work to make employees feel valued and we listen to the views of our employees and trade unions and build upon our commitment to our priorities by communicating in a clear and consistent way.

However, like other local authorities, Sefton Council struggles recruit to all vacancies on a permanent basis. Ongoing reductions in funding and pay freezes, or below inflation pay rises over the last 10-15 years, has resulted in a significant real terms reduction in pay for permanent staff over that period; arguable discouraging people from a career in local government making recruitment challenging. This correspondingly has increased the Council's dependency and use of agency staff. Notwithstanding the situation, the Council takes a balanced approach to the use of consultants and temporary agency workers in the organisation, accepting that in some cases it is the most cost-effective solution to securing certain skillsets or bridging a capacity gap for a particular period. The Council has continued to see an increase in use and cost over of consultants and agency workers in the medium term, particularly across Children's Services where 27% of the workforce is agency staff, however the use and costs of interim, agency, and consultancy staff are regularly reviewed as part of the Council's in-year financial monitoring arrangements.

The Council has also been innovative it is approach to seek ongoing opportunities to reduce consultancy and temporary agency worker costs and to recruit permanent members of staff where it is appropriate to do so (for example its International Social Worker Programme bringing social workers from Malawi, Zimbabwe and South Africa; establishing its Social Work Academy to allow Newly Qualified Social Workers to complete their Assessed and Supported year in Employment ASYE and go on to settle into asocial work career in a structured and managed way; and its work-based learning Apprenticeship, and Graduate programmes - developing and securing capacity in specific disciplines, including financial management and data analysis).

Sefton operates within The Liverpool City Region Combined Authority, which is led by Metro Mayor Steve Rotheram and brings together the region's six local councils – Halton, Knowsley, Liverpool, Sefton, St Helens, and Wirral – to tackle the big issues that matter to us all, together. Through the 'devolution' deal, Sefton has a voice in local investment decisions that have a real impact on our communities, like transport, employment and skills, culture, digital and housing. It also benefits from inter-authority collaborative working and procurement opportunities to improve value for money, sustainability, and resilience to make a real and meaningful difference to the lives of the people living and working in the area.

As a result of the Peer Challenge the Council has recently established a Commissioning and Contract Management Board, which provides oversight and assurance in respect to the way services are procured, contracted managed across the council. The Board provides

support and strengthens the oversight and challenge of procurement, commercial expertise, social value, and contract management of the engagement of goods and services across the council with the private and voluntary sector. This ensures value for money for all external spend, focusing on the remaining 25% of the Council spend, and enables the Council both corporately and politically to be clear about how spend delivers on our all our corporate objectives (including, family-friendly and child-centred, social value, real living wage, and supporting the local economy)

The Council has further redefined its commercial mindset and will:

- Develop an annual programme that seeks to review and provide assurance that the Council provides cost effective services and receives value for money from these services and large procurement exercises.
- Embed this ethos in the commissioning and contract management board and thereby embed the Councils' commissioning and contract management approach alongside procurement.
- Provide commercial expertise to certain proposed budget proposals across the Council to develop and deliver savings programmes, and
- Challenge the financial performance and financial resources allocated to certain services and functions within the Council with a view to ensuring value for money is delivered and to identify potential savings.

In summary the Council has effective, systemic processes and controls in place to mitigate wasteful spend within the organisation and to support its ambition to transform and continually improve services for our residents, communities, businesses, and our workforce.

## Section 4

***What are the barriers preventing progress that the Government can help to reduce or remove?***

Significant financial challenges are clear barriers to progress. Funding has reduced by 51% over the last decade, and the Council has experienced a significant reduction in real terms spending power. Given the national context of volatile inflation, high energy costs, increases to the National Living Wage, and the continuing rise in the demand for services, Sefton is under sustained pressure to manage financial restraints, which is affects the organisations' capacity to deliver service improvements and ambitious strategic outcomes. The overall reduction of resource means that our focus defaults delivery of statutory services rather than on the preventative and capacity building measures that could support demand reduction. This is driving more need into systems, which increases costs and leads to poorer outcomes overall.

The Council has clear focus on its Medium Term financial plan and strategy to deliver financial sustainability. Furthermore it has developed its transformation programme to support the delivery of our Corporate Plan, and to be the vehicle to deliver financial sustainability. Stringent planning is ensuring that we prioritise the resources available to deliver our core services and Council is committed to increasing its level of reserves and balances to increase financial resilience.

Barriers preventing progress can be summarised as:

- Simplify the funding landscape for local authorities. Removing the intensive, bureaucratic process of bidding for funding, and provided high value and targeted funding (e.g. increased capital funding for place regeneration, increased transformation funding to support change and technology adoption at pace, increased funding where demand for support in the system is exponentially increasing in areas such as adult social care and SEND) could unlock the potential of local economies, creating visible improvements within our places and our communities at pace. Furthermore, it would arguably remove unnecessary competition between authorities for funding.

- 3 year settlement to allow greater certainty in our medium and long term investments. Funding settlements for local government have continued to be single year, rather than providing certainty over a longer period through multi-year settlements. Support from government by providing increased assurance of future funding would increase the Council's financial planning capacity, reducing the degree of financial uncertainty, and allow the Council to understand the funding that will be available to it, and therefore to plan effectively to shape its services over the medium and long term.

- Funding to mitigate the increased demand of SEND. The SEND system is underpinned by investment in the high need budget, but in Sefton the funding is not keeping pace with the increasing demand. Demand continues to increase; since 2019 the number of EHCPs maintained by Sefton Council has increased from 1,637 to 3,433 (June 2024), an increase of approximately 210%, a rate of 435 per 10,000 children and young people aged 0-25, above local and regional comparators. This unprecedented demand for additional SEND support driven by legislation, changing

expectations, and more children with complex needs is putting further substantial demand on the Council High Needs block of the Dedicated Schools Grant. Additional funding to respond to this burden is required.

- Funding for delivering academisation of schools. The education landscape of the Borough will change fundamentally with an ongoing growth in the number of academies and the Council's role is therefore to accommodate this change and respond to it. There are costs for the Council when a school converts to become an academy. The Council gets no financial support and often bear the full cost of the work they undertake by law to facilitate transfers of status, and inherit the school debt, forcing the Council to use its government education grant to clear the debts, when this money could instead be spent in ways which directly benefits pupils. Sefton Council successfully engages with its academies and free schools in an equal and respectful dialogue that promoted a positive working relationship based on partnership and trust, and it continues to support academies in the delivery of education wherever possible, whilst respecting an academy's right to choose its own path and make its own decisions. The Council has successfully adapted its role in education to become a co-ordinator, facilitator and broker of partnerships, however, the liability for conversion debt is a barrier to increasing financial support to improve educational outcomes for all.

Debatably 'Productivity Plans' themselves are a likely to place a new burden on the Council, and if the government intends to request regular monitoring reports or put an increased emphasis on performance reporting relative to Productivity Plans this would impact Council resources, distracting them from other priorities directly related to continuous improvement and transformation activity. Further advice from government on the intended use of Productivity Plans and how they may be used to inform future funding settlements is welcomed.

## Performance Monitoring

***How will this plan be monitored and assessed to assure the authority, and residents, that plans for improving productivity will be delivered?***

The Productivity Plan provides a summary of the work that the Council has or is undertaking, and feeds from other plans, including the Corporate Plan and Medium Term Financial Plan, which are reported to Cabinet on a quarterly basis. This Productivity Plan will be approved by Cabinet Member for Corporate Services and shared with Cabinet, if there is a continued requirement to do so, it will be refreshed on an annual basis to identify progress and opportunities for increased efficiency, following the same reporting mechanism.

This page is intentionally left blank

| Cabinet Report | Sefton Council |
|---|---|

## Financial Management 2024/25 to 2027/28 - Revenue and Capital Budget Update 2024/25 – July Update

| Date of meeting: | 25ᵗʰ July 2024 |
|---|---|
| Report to: | Cabinet |
| Report of: | Executive Director – Corporate Services and Commercial |
| Portfolio: | Corporate Services |
| Wards affected: | All |
| Included in Forward Plan: | Yes |
| Is this a key decision: | Yes |
| Exempt/confidential report: | No |

**Summary:**

To inform **Cabinet** of:

1) The current position relating to the 2024/25 revenue budget.
2) The current forecast on Council Tax and Business Rates collection for 2024/25.
3) The monitoring position of the Council's capital programme to the end of June 2024:
   - The forecast expenditure to year end.
   - Variations against the approved budgets and an explanation of those variations for consideration by Members.
   - Updates to spending profiles and proposed amendments to capital budgets necessary to ensure the efficient delivery of capital projects.

4) The latest prudential indicator information for 2024/25.

**Recommendation(s):**

**Cabinet** is recommended to: -

### Revenue Outturn

1) Note the current position relating to the 2024/25 revenue budget.
2) Note the actions being taken to refine forecasts and identify mitigating efficiencies to ensure each service achieves a balanced position.
3) Recognise the financial risks associated with the delivery of the 2024/25 revenue budget and acknowledge that the forecast outturn position will continue to be

reviewed, and remedial actions put in place, to ensure a balanced forecast outturn position and financial sustainability can be achieved.

### Capital Programme

4) Note the spending profiles across financial years for the approved capital programme (paragraph 7.1).
5) Note the latest capital expenditure position as at 30 June 2024 of £12.106m (paragraph 7.12); the latest full year forecast is £85.497m (paragraph 7.13).
6) Recommend to Council the approval of a supplementary capital estimate of £0.022m for the Enterprise Arcade project funded by capital receipts (paragraph 7.7).
7) Recommend to Council the approval of a supplementary capital estimate of £0.498m for the ICT Cyber Security project funded by external borrowing (paragraph 7.8).
8) Recommend to Council the approval of a supplementary capital estimate of £0.128m for the Committee Meeting Microphone and Live Streaming System funded by external borrowing (paragraphs 7.9 – 7.10).
9) Recommend to Council the approval of a supplementary capital estimate of £0.040m for the Red Rose Park works funded by capital receipts (paragraph 7.11).
10) Note that capital resources will be managed by the Executive Director Corporate Service and Commercial to ensure the capital programme remains fully funded and that capital funding arrangements secure the maximum financial benefit to the Council (paragraphs 7.16-7.18).

### Prudential Indicators

11) Note the forecasts for the Prudential Indicators relating to capital expenditure and financing as at 30th June 2024.

## 1. The Rationale and Evidence for the Recommendations

To ensure Cabinet are informed of the current position in relation to the 2024/25 revenue budget.

To provide an updated forecast of the outturn position with regard to the collection of Council Tax and Business Rates.

To keep members informed of the progress of the Capital Programme against the profiled budget for 2024/25 and agreed allocations for future years.

To progress any changes that are required in order to maintain a relevant and accurate budget profile necessary for effective monitoring of the Capital Programme.

To approve any updates to funding resources so that they can be applied to capital schemes in the delivery of the Council's overall capital strategy.

To ensure Cabinet are informed of prudential indicators, key performance information and key risk management areas.

1. **Introduction**

1.1  On 29 February 2024, Members approved the Budget for the financial year 2024/25. This budget was developed throughout the preceding nine months and took account of all known issues. Within that report, and as with previous years, the inherent financial risk within the budget, especially with respect to Adult Social Care, Children's Services and Education Excellence (Home to School Transport), was identified. This was further reflected within the reserves' strategy for the Council, as reported in the Robustness Report also presented to Budget Council.

1.2  This report is the first of the Council's monthly budget monitoring reports for 2024/25 and provides an initial revenue forecast outturn position for all services, including the pressures that have materialised since the budget was set.

1.3  The report also outlines the current position regarding key income streams for the Authority, namely Council Tax and Business Rates. Variations against expected receipts in these two areas will also affect the Council's financial position in future years.

1.4  The capital section of the report informs Members of the latest estimate of capital expenditure for 2024/25 and forecast expenditure for 2025/26 and 2026/27. The capital budget to date is presented in paragraph 7.1. Paragraphs 7.2 to 7.5 and 7.12 to 7.15 review progress of the capital programme, including additional capital schemes. Finally, paragraphs 7.16 to 7.18 confirm that there are adequate levels of resources available to finance the capital programme.

1.5  This report also includes the quarter one position on the Council's Prudential Indicators. Due to the timing of the Committee, the performance information for the first quarter of 2023/24 will be included in the next report presented to Cabinet at the start of September 2024. The current Corporate Risk Register information is included elsewhere on today's agenda within the Financial and Corporate Performance 2023/24 report.

2. **Revenue Budget 2024/25 – Forecast Outturn Position as at the end of June 2024**

2.1  Members are provided with updates of the Council's forecast financial revenue position each month during the financial year from July. As would be expected as the forecast develop through the year, they become more robust and can inform decision making. The Council adopted this approach by developing its in year remedial budget actions on the back of the mid-year review position and this report is the first step that will lead to that.

2.2  As at the end of June 2024, the forecast outturn shows a net overspend on services of £4.950m, which relates to potential additional pressures within Adult Social Care and Children's Social Care. It should be noted that the majority of services are reporting a balanced position or are implementing local remedial actions to return a balanced position at this stage. As with all organisations at this time, the Council is operating in a very challenging financial environment. However, it is vital that the Council achieves a balanced forecast outturn position to ensure its financial sustainability.

# Agenda Item 10

2.3 The table below highlights the variations across services that make up the £4.950m forecast overspend:

| | Budget | Forecast Outturn | Variance |
|---|---|---|---|
| | | | |
| | £m | £m | £m |
| **Services** | | | |
| Strategic Management | 4.009 | 4.009 | 0.000 |
| | | | |
| Adult Social Care | 121.738 | 123.738 | 2.000 |
| Children's Social Care | 81.226 | 84.726 | 3.500 |
| Communities | 11.387 | 11.387 | 0.000 |
| Corporate Resources | 10.429 | 10.429 | 0.000 |
| Economic Growth & Housing | 6.882 | 6.882 | 0.000 |
| Education Excellence | 17.928 | 17.928 | 0.000 |
| Health & Wellbeing | 19.857 | 19.737 | -0.120 |
| Highways & Public Protection | 10.881 | 10.881 | 0.000 |
| Operational In-House Services | 17.611 | 17.611 | 0.000 |
| Property and Building Services | -0.530 | -0.530 | 0.000 |
| | | | |
| **Total Service Net Expenditure** | **301.418** | **306.798** | **5.380** |
| | | | |
| Council Wide Budgets | 15.512 | 15.082 | -0.430 |
| Levies | 37.290 | 37.290 | 0.000 |
| General Government Grants | -95.740 | -95.740 | 0.000 |
| | | | |
| **Total Net Expenditure** | **258.480** | **263.430** | |
| **Forecast Year-End Deficit** | | | **4.950** |

2.4 The key areas relating to the outturn position are as follows:

- **Adult Social Care** – Initial forecasts assume that the Adult Social Care budget will overspend by £2.000m during 2024/25. However, there are a number of significant assumptions and uncertainties that could impact on this position before the year-end. The service has also committed to a number of efficiencies and savings that amount to £4.8m, in order to meet the savings approved as part of the approved 2024/25 budget plus additional savings to meet the additional budgetary pressures arising from the increases in provider fees approved at Cabinet meetings in May 2024. The achievement of these savings will be carefully monitored throughout the year. At this time £0.9m of the £4.8m of savings have been delivered. The current position reflects the delivery of these savings in full during this year which the service has confirmed.

  Like all councils, the Service is experiencing growth pressure with demand for services and are seeking to meet the cost of this within the resources available. As would be expected with a budget of this size and volatility, this remains a key risk

during the current year, with the added uncertainty of whether additional winter pressures or other grant funding would be received in year. Work will continue to be undertaken throughout the year to understand the pressures arising and refine forecasts. As an adverse forecast outturn position is currently forecast work will be undertaken to explore options to ensure that any potential overspend is mitigated.

- **Children's Social Care** – The current forecast for the service shows a potential overspend of £3.500m. However, there are a number of significant assumptions and uncertainties that could impact on this position before the year-end. Further work is being undertaken to understand the pressures and refine forecasts.

Members will be aware that the 2023/24 approved budget included an additional £21m of investment in the service based on the requirement for additional staffing (including temporary funding for additional agency costs whilst more permanent staff are recruited to, including International Social Workers and from staff coming through the social work academy) as well as additional resources to reflect the number of packages at the time, some potential growth as well as resource for inflationary pressures. The 2024/25 approved budget included an additional £3m to reflect the number of packages at the time as well as resource for inflationary pressures.

The current forecast for staffing is an overspend of £1.400m. A report to Cabinet in May 2024 approved a new staffing structure within the Service, with the cost of the new structure being £2.450m more than the existing staffing budget. Cabinet approved the virement of £2.450m, to fund the increased cost of the new structure, from the Residential Care budget to the staffing budget based on the forecast reduction in packages across the year provided by the Service based on the improvement work that they are undertaking and the performance information that they produced. However, as the new structure is recruited to with permanent staff, significant numbers of existing high-cost agency placements have continued to be required, resulting in a significant overspend being forecast.

Certain areas of accommodation and support packages are currently forecast to overspend by £2.100m. The report to Cabinet in May 2024 outlined that budget realignment would be undertaken to ensure budgets reflected the packages in place at the start of 2024/25 as well as the anticipated reduction in Residential Care packages across the year. This was possible because of continuing improvements in practice which have resulted in more children being placed in more appropriate settings at a lower cost. However, the Service has recently seen 14 additional children having to be placed in a residential setting at a cost of £0.090m per week (£4.5m for a full year). In addition, the costs of packages for Children with Disabilities have increased, although specialist work is being undertaken to ensure health are making the appropriate contributions to the cost of care. It is currently assumed that the increase in Residential Care packages will be short-term but further work will be undertaken to assess the assumptions made a refine the forecasts accordingly.

In considering this forecast, work will also be undertaken to determine if any of this pressure is temporary or permanent in nature and needs reflecting in future budget setting processes. At present it is considered that the increase in Residential Care packages is short-term and so it is estimated that the future years impact is modest at this stage. Together with Adult Social Care this is clearly the biggest risk to the

Council's budget and a comprehensive review of all these additional residential placements and all agency staff is being undertaken in order to inform a revised forecast that will be reported as at end of July 2024.

- **Other Service Areas** – Most other service areas are currently showing a balanced position.  However, based on the initial monitoring undertaken some services are forecasting minor overspends. Given these are the first forecasts of the financial year, work will continue to refine forecasts as more information on expenditure and income becomes available. Services will need to ensure that additional cost control measures are in place between now and the end of the year, and mitigating savings are made to offset any forecast overspend, to ensure each service delivers a balanced position.

- **Corporate Budgets –** The Council continues to achieve positive investment returns on its cash balances.  It is forecast that this will achieve additional income of £0.430m in 2024/25.

## 3. Revenue Budget Summary 2024/25

3.1 An overspend of £4.950m is currently forecast. However, as mentioned in section 2, this is a forecast based on a number of uncertainties and assumptions, particularly around Adult and Children's Social Care, which remain volatile. Additional work will continue to be undertaken across service areas to refine the forecasts and identify mitigating efficiencies to ensure each service achieves a balanced budget position. As also mentioned in section 2, within Children's Social Care a comprehensive review of all the additional residential placements and all agency staff is being undertaken in order to inform a revised forecast that will be reported as at end of July 2024.

3.2 As mentioned, the Council must achieve an overall balanced position to ensure its financial sustainability.  Should an overall forecast overspend remain following completion of the July 2024 monitoring position, a remedial action plan to meet the residual balance will need to be produced and will be presented for Members' approval.

Demand Led Services – Additional Investment

3.3 The approved 2024/25 budget set aside a provision of £0.900m to help mitigate any further pressure on demand led services in excess of the provisions included in the approved 2024/25 budgets for those services.  It was proposed that these pressures would be considered during the Council's first quarter budget review of 2024/25 with the provision being allocated if necessary.  Given the pressures being experienced within the Adult Social Care and Children's Social Care services, it is proposed to allocate this provision to offset some of these pressures.

Other Proposed Remedial Actions

3.4 After allocating the additional provision above, there is still a forecast overspend of **£4.050m**.  It is proposed to continue with the adoption of financial principles used in previous years, to enable a balanced forecast outturn position to ensure the Council's financial sustainability.  This will include cost control in relation to recruitment, non-essential expenditure and no further growth items / additionality.

**Summary 2024/25**

3.5 An overspend of **£4.050m** is currently forecast. However, this represents the current position that has been forecast to the year end- in the event that further pressure is experienced, further remedial action will be required. As a result of measures taken in 2023/24 to ensure a balanced outturn position, there is no flexibility left for the use of existing Earmarked Reserves or General Balances- as a result this pressure, and any further pressure, will need to be met from within the existing Council budget and delivery monitored carefully and reported to Cabinet.

4. **Council Tax Income – Update**

4.1 Council Tax income is shared between the billing authority (Sefton Council) and the three major precepting authorities (the Fire and Rescue Authority, the Police and Crime Commissioner and the Combined Authority – Mayoral Precept) pro-rata to their demand on the Collection Fund. The Council's Budget included a Council Tax Requirement of £169.759m for 2024/25 (including Parish Precepts), which represents 84% of the net Council Tax income of £202.200m.

4.2 The forecast outturn for the Council at the end of June 2024 is a surplus of £0.344m. This variation is primarily due to: -

   • The surplus on the fund at the end of 2023/24 being higher than estimated (-£0.312m).

   • Gross Council Tax Charges in 2024/25 being higher than estimated (-£0.697m).

   • Exemptions and Discounts (including a forecasting adjustment) being higher than estimated (+£0.665m).

4.3 Due to Collection Fund regulations, the Council Tax surplus will not be transferred to the General Fund in 2024/25 but will be carried forward to be recovered in future years.

4.4 A forecast surplus of £1.548m was declared on the 16 January 2024 of which Sefton's share is £1.299m (83.9%). This is the amount that will be recovered from the Collection Fund in 2024/25.

5. **Business Rates Income – Update**

5.1 Since 1 April 2017, Business Rates income has been shared between the Council (99%) and the Fire and Rescue Authority (1%). The Council's Budget included retained Business Rates income of £65.692m for 2024/25, which represents 99% of the net Business Rates income of £66.356m. Business Rates income has historically been very volatile making it difficult to forecast accurately.

5.2 The forecast outturn for the Council at the end of June 2024 is a deficit of +£1.684m on Business Rates income. This is due to:

- The surplus on the fund at the end of 2024/25 being lower than estimated (+£2.620m).
- Increase in the gross charge on rateable properties (-£0.825m).
- A number of reliefs announced for 2024/25 were assumed in the NNDR1 return with the loss of income as a result of these reliefs covered by Section 31 grant payments. It is now forecast that the value of these reliefs will be more than anticipated (+£0.269m).
- Adjustments relating to prior years (-£0.380m)

5.3 When taking into account the higher Section 31 grants due on the additional reliefs, a net deficit of £1.905m is forecast.

5.4 Due to Collection Fund regulations, a Business Rates deficit will not be transferred to the General Fund in 2024/25 but will be carried forward to be recovered in future years.

5.5 A forecast surplus of £11.119m was declared in January 2024. Sefton's share of this is £11.008m. This is the amount that will be distributed from the Collection Fund in 2024/25. Any additional surplus or deficit will be distributed in 2025/26 and future years.

6. **High Needs Budget**

6.1 Cabinet and Council have agreed to receive regular reports from the Executive Director of Children's Social Care and Education and the Assistant Director of Children's Services (Education) with regard to the High Needs budget and the changes that are proposed, details of sufficiency planning, the Council's engagement on the Delivering Better Value Programme and the current high needs deficit and the risk around future central government decision making in respect of this deficit.

6.2 A separate report on the High Needs funding position of the Council is included on this agenda.

7. **Capital Programme 2024/25 – 2026/27**

**Capital Budget**

7.1 The Capital Budget and profile of expenditure for the three years 2024/25 to 2026/27 is as follows:

| | |
|---|---|
| **2024/25** | **£85.568m** |
| **2025/26** | **£58.248m** |
| **2026/27** | **£33.476m** |

7.2 The above figures include an unspent budget allocation of £8.816m carried forward from 2023/24 and allocated to budgets for the continuation of existing projects into 2024/25.

7.3 The following updates have also been made to the capital programme budget since the initial budget report to Cabinet in February 2024:

- **Adult Social Care**
  - £3.5m has been approved by Council in July for the Disabled Facilities Grants core budget funded by the 2024/25 block grant allocation.

- **Corporate Resources**
  - £0.450m has been added to the 2024/25 budget for the ICT Equipment refresh funded by prudential borrowing following approval by Council in July.
  - £4.775m has been added to the 2024/25 budget for the Acquisition of Magdalen House following approval by Council in April.

- **Economic Growth & Housing**:
  - £0.750m has been added to the 2025/26 budget for the Council Housing Early Acquisitions Scheme funded by capital receipts and grant from Homes England.
  - Town Deal budgets have been updated and reprofiled to align with the latest delivery profile over 2024/25 to 2026/27. No changes have been made to the overall approved amounts. The budgets are listed at Appendix A. £2.5m for Les Transformations de Southport has now been included in the Highways Programme as part of the Southport Public Realm Project.
  - £0.217m has been added to the budget for Changing Places Facilities approved under delegated authority and funded by grant from DLUHC.
  - £0.454m has been reprofiled from 2024/25 to 2025/26 for Strategic Acquisitions at Ainsdale based on anticipated completions.

- **Education Excellence:**
  - £0.075m has been reallocated from St. Luke's Formby Boiler Replacement to Kings Meadow Primary Phase 3 Electrical Re-Wiring.
  - £0.200m has been added to the budget for Formby High Conversion of Caretaker's House funded by High Needs Capital Grant following approval by Cabinet in May.
  - Several new Special Educational Needs & Disabilities (SEND) projects with a total value of £0.345m have been added following approval by Cabinet in May:
    - Bishop David Sheppard – Phase 2 Internal Alterations to Create 2 SEN Resource Bases
    - Bishop David Sheppard – Equipment and Furniture
    - Thomas Gray – Additional Building Works SEND Unit
    - Presfield – Internal Refurbishment of Classrooms

- **Highways and Public Protection:**
  - £5.799m has been added to the 2024/25 and 2025/26 budget for the A59 Northway Pedestrian/ Cycle Improvements project funded by external grants and contributions and Council resources (capital receipts).
  - £5.273m has been added to the 2024/25 budget for the Southport Public Realm project funded by external grants and contributions and Council resources.

- £0.500 has been added to the 2024/25 and 2025/26 budget for the Green Light Fund funded by grant from the Department of Transport.
- £0.449m has been added to the 2024/25 budget for the Network North Roads Resurfacing Fund funding by grant from the Liverpool City Region Combined Authority.
- £0.065m has been added to the 2024/25 budget for Traffic Signal Obsolescence funding by grant from the Liverpool City Region Combined Authority.
- £3.300m has been added to the 2024/25 budget for the Carriageway Resurfacing Programme funded by grant from the Liverpool City Region Combined Authority.

- **Operational In-House Services:**
  - £0.012m has been added to the budget under delegated authority for Hesketh Park Legacy Project.
  - £0.500m has been rephased to 2025/26 for Hesketh Park Legacy Project to allow for the planning of works.
  - £2.644m has been added to the budget for Refuse and Recycling Collection Service funded by DEFRA Food Waste Collection Grant following approval by Council in April.
  - £0.217m has been added to the budget under delegated authority for Changing Places Toilet Facilities.
  - £0.040m has been added to the budget under delegated authority for Natural Flood Management works.
  - £0.103m has been rephased to 2025/26 for Potters Barn Park.
  - £0.280m has been rephased to 2025/26 for Southport Golf Driving Range Development.

7.4 The following block capital grant allocations were approved by Council following recommendation by Cabinet for inclusion in the Capital Programme 2024/25:

| Capital Grant | 2024/25 £ |
|---|---|
| **Adult Social Care** | |
| Disabled Facilities Grant | 5,261,093 |
| **Education Excellence** | |
| Schools Condition Allocation | 2,241,878 |
| High Needs Provision Capital Allocation | 4,740,380 |
| **Highways and Public Protection** | |
| City Region Sustainable Transport Settlement | 10,766,000 |

7.5 Authority has been delegated to Cabinet Members to assign funding to individual capital schemes up to a value of £1m for Adult Social Care, Highways and the Schools block allocations listed above. The list of schemes for 2024/25 is being fully developed and will be presented to the individual Cabinet Members for approval noting that schemes in excess of £1m have already been approved by Council as outlined in paragraph 7.2. A full list of the approved capital schemes will be presented in future reports to Cabinet.

### Additional Capital Schemes

### Enterprise Arcade

7.6   The Enterprise Arcade is part of the Southport Town Investment Plan and has been identified as one of the projects to be delivered using part of the Towns Deal funding, with £1.500m being approved for this project. Enabling works of £0.240m that fall outside of the Town Deal funded contract have also been previously approved by Council funded by capital receipts.

7.7   The project is underway but during the strip out works on site, a requirement for further remedial works has been identified due to the condition of the building. It is important to note that these works are additional works that are required to maintain the fabric and integrity of the building, rather than cost increases of the original project. A supplementary estimate is therefore required for an additional sum of £0.022m funded by capital receipts.

### ICT Service Developments

7.8   A recommendation was approved by Cabinet in December 2023 to commence a procurement exercise in connection with ICT Service Provision. As identified in the report the authority needed to purchase a new system to ensure it continues to meet national cyber security standards moving forwards. The capital cost of this system is £497,834 and will be funded by external borrowing. The cost of repaying the loan will be met from the Council's ICT budget.

### Committee Meeting Microphone and Live Streaming System

7.9   The Council's microphone system used in committee meetings and full Council meetings is coming to the end of its life and needs replacing. It is now common practice for local authorities to live stream their meetings to aid with openness and transparency particularly for those members of the public who find it difficult to attend meetings in person. In addition, it is also beneficial to have recordings of meetings available on the local authority website for future reference.

7.10  A replacement microphone and live streaming system has therefore been identified and is already in use by all local authorities across the Liverpool City Region. Following site visits and demonstrations from the proposed supplier, this same solution is also considered suitable for implementation in Sefton. The total capital cost of the new system is estimated to be £127,806 and will be funded from prudential borrowing. The repayment of the loan and the running costs for the new system will be met from the Council's existing Democratic Services budget.

### Red Rose Park Works

7.11  Red Rose Park is the Council's Gypsy and Traveller site located in Formby. As part of the ongoing asset management of the site a condition survey has been commissioned which has identified works required to the site to address a number of long-standing issues. Works to address the issues identified in the condition survey will commence as soon as possible following informal consultation with residents. Completion of the work will ensure that the site remains safe and fully serviceable. The total cost of the works is estimated to be £40,000.

**Budget Monitoring Position to June 2024**

7.12 The current position of expenditure against the budget profile to the end of June 2024 is shown in the table below. It should be noted that budgets are profiled dependent upon the timing of when works are to be carried out and the anticipated spend over the financial year. The budget to date in the table below reflects the profiles of each individual scheme.

|  | Budget to June | Actual Expenditure to June | Variance to June |
|---|---|---|---|
|  | £m | £m | £m |
| **Services** |  |  |  |
| Adult Social Care | 0.974 | 0.974 | - |
| Children's Social Care | 0.109 | 0.109 | - |
| Communities | 0.084 | 0.084 | - |
| Corporate Resources | 4.970 | 4.970 | - |
| Economic Growth & Housing | 2.060 | 2.060 | - |
| Education Excellence | 0.848 | 0.848 | - |
| Highways & Public Protection | 1.433 | 1.433 | - |
| Operational In-House Services | 1.627 | 1.627 | - |
| **Total Programme** | **12.106** | **12.106** | **-** |

**Capital Programme Forecast Outturn 2024/25**

7.13 The current forecast of expenditure against the budget profile to the end of 2024/25 and the profile of budgets for future years is shown in the table below:

|  | Budget 2024/25 | Forecast Outturn | Variance | Budget 2025/26 | Budget 2026/27 |
|---|---|---|---|---|---|
|  | £m | £m | £m | £m | £m |
| **Services** |  |  |  |  |  |
| Adult Social Care | 7.593 | 7.593 | - | 1.850 | - |
| Children's Social Care | 0.298 | 0.298 | - | - | - |
| Communities | 1.755 | 1.755 | - | 0.101 | - |
| Corporate Resources | 8.840 | 8.840 | - | 2.500 | 2.387 |
| Economic Growth & Housing | 19.423 | 19.352 | -0.071 | 45.861 | 27.947 |
| Education Excellence | 13.123 | 13.123 | - | - | - |
| Highways & Public Protection | 24.566 | 24.566 | - | 5.955 | 1.616 |
| Operational In-House Services | 9.969 | 9.969 | - | 1.982 | 1.525 |
| **Total Programme** | **85.568** | **85.497** | **-0.071** | **58.248** | **33.476** |

*A full list of the capital programme by capital scheme is at **appendix A**.*

7.14 The current 2024/25 budgeted spend is £85.568m with a budgeted spend to June of £12.106m. The full year budget includes exceptional items such as £13.604m for Growth and Strategic Investment projects, £3.377m for new Council Housing

schemes, £9.773m for major Highways projects, a £2.707m project for Southport Pier Decking, a one-off budget for a major property acquisition (£4.775m), new funding for refuse recycling and collection (£2.644m) and a scheme to upgrade to LED Street Lighting (£3.809m).

7.15 It should be noted that based on evidence from previous years, it is likely that further reprofiling of spend into 2025/26 will occur as the year progresses, as £85m of capital expenditure would be a significant programme delivered in year- it is therefore essential that all projects are reviewed in a robust manner in order that informed decision making in respect of financial management and member decision making can be undertaken.

**Programme Funding**

7.16 The table below shows how the capital programme will be funding in 2024/25:

| Source | £m |
| --- | --- |
| Grants and Other Contributions | 60.498 |
| Prudential Borrowing | 18.063 |
| Capital Receipts | 6.493 |
| Revenue Contributions | 0.513 |
| **Total Programme Funding** | **85.568** |

7.17 The programme is reviewed on an ongoing basis to confirm the capital resources required to finance capital expenditure are in place, the future years programme is fully funded, and the level of prudential borrowing remains affordable.

7.18 The Executive Director of Corporate Services and Commercial will continue to manage the financing of the programme to ensure the final capital funding arrangements secure the maximum financial benefit to the Council.

8.    **Prudential Indicators 2024/25 – Update to June 2024**

8.1    The Authority measures and manages its capital expenditure and financing with reference to the Prudential Indicators approved by Council in February 2024. It is now a requirement of the CIPFA Prudential Code that these are reported on a quarterly basis as part of the budget monitoring process. The actual values for 2023/24 and updated forecasts for the prudential indicators for 2024/25 and future years have therefore been calculated and are presented below for review.

**Capital Expenditure:**

8.2    The Authority has undertaken and is planning capital expenditure as summarised below.

Agenda Item 10

| Capital Expenditure | | | | |
|---|---|---|---|---|
| | 2023/24 £m Actual | 2024/25 £m Budget | 2025/26 £m Budget | 2026/27 £m Budget |
| TOTAL | 40.937 | 85.568 | 58.248 | 33.476 |

8.3 The estimates of the capital expenditure for the current year and future years have remained within those approved in February although some timing differences may be shown due to reprofiling of capital expenditure, further details of which are reported to Cabinet on a regular basis as part of the capital programme budget monitoring.

8.4 The main capital projects that have incurred expenditure to date have included:

- Disabled Facilities Grants - £0.698m
- Community Equipment - £0.196m
- Corporate Essential Maintenance - £0.122m
- Property Acquisition - £4.775m
- Marine Lake Events Centre - £0.510m
- Enterprise Arcade Project - £0.232m
- The Strand Repurposing Programme - £1.208m
- Schools Programme - £0.494m
- Schools Special Educational Needs & Disabilities Programme - £0.354m
- Highways Integrated Transport Programme - £0.910m
- LED Street Lighting Upgrade - £0.468m
- Ainsdale Coastal Gateway - £0.236m
- Plant, Vehicle and Equipment Purchases - £1.257m

**Capital Financing Requirement:**

8.5 The Authority's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with Minimum Revenue Provision (the statutory amounts set aside to repay debt).

| Capital Financing Requirement | | | | |
|---|---|---|---|---|
| | 31/03/24 £m Actual | 31/03/25 £m Forecast | 31/03/26 £m Forecast | 31/03/27 £m Forecast |
| CFR | 229.472 | 239.282 | 232.123 | 243.969 |

8.6 The estimates of the CFR over the next three financial years have remained within those approved in February although as mentioned previously, some timing differences between years may be shown due to reprofiling of capital expenditure.

**Gross Debt and the Capital Financing Requirement:**

8.7 The statutory guidance provided by CIPFA is that debt should remain below the capital financing requirement, except in the short term. The Authority has complied and expects to continue to comply with this requirement in the medium term as is shown below.



Gross Debt and the CFR

| | 2023/24 Actual | 2024/25 Estimate | 2025/26 Estimate | 2026/27 Estimate |
|---|---|---|---|---|
| CFR | 229 | 239 | 232 | 244 |
| Gross Debt | 141 | 158 | 156 | 171 |
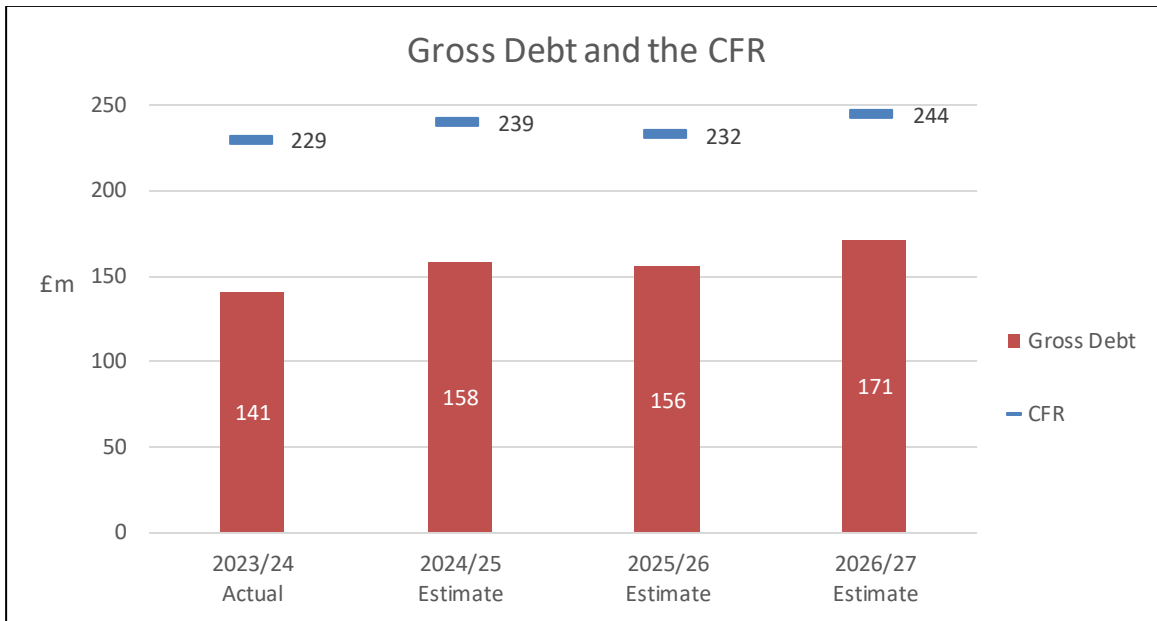
**Debt and the Authorised Limit and Operational Boundary:**

8.8 The Authority is legally obliged to set an affordable borrowing limit (also termed the Authorised Limit for external debt) each year and to keep it under review. In line with statutory guidance, a lower "operational boundary" is also set as a warning level should debt approach the limit. The operational boundary is a management tool for in-year monitoring it is not unusual if the boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure under the CIPFA code.

| | Maximum Actual Debt To Date 2024/25 £m | Actual Debt at 30.06.2024 £m | Authorised Limit £m | Operational Boundary £m |
|---|---|---|---|---|
| Borrowing | 137 | 137 | 195 | 170 |
| Other Long-Term Liabilities | 4 | 4 | 5 | 5 |
| **Total Debt** | **141** | **141** | **200** | **175** |

8.9 The table above shows highest level of debt during the year to date (the Maximum Actual Debt) and also the debt position as at 30th June compared to the Authorised Limit and Operational Boundary. Neither indicator has been breached and it is not anticipated that this position with change for the remainder of the financial year.

**Net Income from Commercial and Service Investments to Net Revenue Stream:**

8.10 This indicator measures the proportion of the authority's net revenue stream that is derived from non-treasury investments such as service investments (loans to subsidiaries) and commercial investments (investment properties). Commercial investments relate to legacy arrangements such as concessions at Southport seafront, parks and gardens; the freehold interest in the Strand Shopping Centre; rents linked to small retail units; industrial units; clubs; and car park income. The indictor is a measure of the exposure to loss of income should the net return from those investments fall short of the target set in the budget.

| **Net Income from Commercial and Service Investments to Net Revenue Stream** | | | | |
|---|---|---|---|---|
| | 2023/24 Actual | 2024/25 Forecast | 2025/26 Forecast | 2026/27 Forecast |
| Ratio | 1.2% | 1.1% | 1.1% | 0.9% |

8.11 As can be seen from the ratios above this is a relatively low percentage of the Council's revenue stream indicating that the Council's budget is not overly reliant on commercial and service investment income. It should be noted that the estimated for 2024/25 reported to Council in February was 1.0% and so a minor variation of 0.1% has occurred due to the forecast for net revenue stream now being lower.

8.12 Variations to planned levels of income are reflected in the Council's Medium Term Financial Plan. Should a shortfall in investment income occur then the plan will be adjusted accordingly, and corresponding savings will need to be made to compensate for the loss of income.

**Proportion of Financing Costs to Net Revenue Stream:**

8.13 This indicator measures the total capital financing costs of capital expenditure as a proportion of the total level of income from Government Grants, local Council Tax and Business Rates payers. This measure demonstrates the affordability of capital plans by comparing the cost of borrowing undertaken to fund the capital programme (in previous years and for planned expenditure in future years) to the net revenue available to the Council in each of those years.

| Financing Costs / Net Revenue Stream | | | | |
|---|---|---|---|---|
| | 2023/24 Actual | 2024/25 Forecast | 2025/26 Forecast | 2026/27 Forecast |
| Ratio | 5.3% | 5.5% | 5.7% | 5.9% |

8.14 The forecast ratios calculated as at June 2024 are slightly higher than those set at the beginning of the year (2024/25 indicator was set at 5.3%) due to variations in the forecast net revenue stream. The cost of borrowing for the current approved capital programme in 2024/25 still remains affordable however and within the Council's current budget for debt repayment.

## 2. Financial Implications

All financial implications are reflected within the report.

## 3. Legal Implications

None

## 4. Corporate Risk Implications

This report highlights the financial position of the Council in 2024/25, which supports its Financial Sustainability in 2024/25 and future years.

## 5 Staffing HR Implications

None

## 6 Conclusion

Based on current forecasts, the Council is again faced with a challenging financial environment during 2024/25 as a result of pressures within Adult Social Care and Children's Social Care.

A revenue overspend of £4.050m is currently forecast. Within Children's Social Care a comprehensive review of all the additional residential placements and all agency staff is being undertaken in order to inform a revised forecast that will be reported as at end of July 2024. Should an overall forecast overspend remain following completion of the July 2024 monitoring position, a remedial action plan to meet the residual balance will need to be produced and will be presented for Members' approval.

## Alternative Options Considered and Rejected

None

| Equality Implications: |
| --- |
| There are no equality implications. |
| **Impact on Children and Young People:** |
| None |
| **Climate Emergency Implications:** |
| The recommendations within this report will have a **Neutral** impact. |
| The allocations of capital funding outlined in sections 8 to 12 may be spent on projects that will have a high climate change impact as they could relate to new build, rebuild, refurbishment, retrofit and demolition proposals. Environmental consideration will be taken into account when specific projects are designed and tendered – which will help to mitigate negative impacts. |

**What consultations have taken place on the proposals and when?**

**(A)     Internal Consultations**

The Executive Director - Corporate Services and Commercial is the author of this report (FD7710/24).

The Chief Legal and Democratic Officer (LD5810/24) has been consulted and any comments have been incorporated into the report.

**(B)     External Consultations**

None

**Implementation Date for the Decision:**

Following the expiry of the "call-in" period for the Cabinet decision.

| Contact Officer: | Paul Reilly |
| --- | --- |
| Telephone Number: | 0151-934-4106 |
| Email Address: | Paul.reilly@sefton.gov.uk |

**Appendices:**

The following appendices are attached to this report:

APPENDIX A – Capital Programme 2024/25 to 2026/27

**Background Papers:**

None

**APPENDIX A – Capital Programme 2024/25 to 2026/27**

| Capital Scheme | Budget | | |
|---|---|---|---|
| | 2024/25 £ | 2025/26 £ | 2026/27 £ |
| **Adult Social Care** | | | |
| Disabled Facilities Grants | 3,500,000 | - | - |
| ICT Development & Transformation | 730,316 | 2,708 | - |
| ICT Connectivity in Care Homes and Support Living | 86,546 | - | - |
| Care Home Improvements | 262,589 | - | - |
| Integrated Health and Wellbeing on the High Street | 400,000 | - | - |
| Short Term Assessment Unit | 1,661,222 | 1,847,000 | - |
| New Directions Programme | 270,329 | - | - |
| Technology Enabled Care | 335,401 | - | - |
| Changing Places | 36,071 | - | - |
| Falls Prevention Schemes | 45,000 | - | - |
| Digitising Social Care | 136,393 | - | - |
| Community Equipment | 128,963 | - | - |
| **Children's Social Care** | | | |
| Support for Fostering Placements | 194,509 | - | - |
| Community Equipment | 9,999 | - | - |
| Springbrook Works and Vehicle | 93,849 | - | - |
| **Communities** | | | |
| Atkinson Arts Centre – Infrastructure & Windows | 169,555 | - | - |
| Local Authority Housing Fund | 1,297,000 | - | - |
| Leisure Centres – Essential Works | 151,011 | - | - |
| Libraries Projects | 124,999 | 100,807 | - |
| Neighbourhoods Schemes | 12,030 | - | - |
| **Corporate Resources** | | | |
| Acquisition of Magdalen House | 4,775,400 | - | - |
| Council Wide Essential Maintenance | 524,070 | - | - |
| Council Wide Essential Maintenance Phase 2 | 2,500,000 | 2,500,000 | 2,387,372 |
| ICT Development & Transformation | 1,040,664 | - | - |
| **Economic Growth & Housing** | | | |
| Cambridge Road Centre Redevelopment | 170,983 | - | - |
| Strategic Acquisitions – Ainsdale | 170,000 | 454,303 | - |
| Marine Lake Events Centre | 5,651,282 | 37,866,796 | 21,280,701 |
| Enterprise Arcade | 1,230,977 | 35,418 | - |
| The Strand – Maintenance & Improvements | 120,330 | - | - |
| The Strand – Repurposing Programme | 6,097,159 | 6,666,667 | 6,666,666 |
| Changing Places Facilities | 109,168 | - | - |
| Brownfield Housing Fund | 1,032,281 | - | - |
| Council Housing Early Acquisitions Scheme | - | 750,000 | - |
| Council Housing at Buckley Hill Lane | 2,080,462 | 1,150 | - |
| Southport Pier | 2,706,736 | 86,580 | - |
| Town Centre Vacant Sites | 54,016 | - | - |
| | | | |

# Agenda Item 10

| | 2024/25 £ | 2025/26 £ | 2026/27 £ |
|---|---|---|---|
| **Education Excellence** | | | |
| Early Years | 534,202 | - | - |
| General Planned Maintenance | 58,933 | - | - |
| Schools Programme | 8,523,281 | - | - |
| Sporting Betterment of Schools | 1,321,388 | - | - |
| Special Educational Needs & Disabilities | 2,685,140 | - | - |
| **Highways and Public Protection** | | | |
| Accessibility | 551,287 | - | - |
| Healthy Lifestyles | 190,141 | - | - |
| Road Safety | 74,956 | - | - |
| A565 Route Management and Parking | 214,035 | - | - |
| A565 Northern Key Corridor Improvements | 96,369 | - | - |
| A59 Route Management Strategy | 2,549,802 | 3,299,000 | - |
| Strategic Planning | 7,528,511 | - | - |
| Traffic Management & Parking | 36,560 | - | - |
| School Streets Schemes | 96,510 | - | - |
| Highway Maintenance | 4,519,560 | - | - |
| Bridges & Structures | 2,060,143 | - | - |
| Drainage | 115,930 | - | - |
| Street Lighting | 23,394 | - | - |
| Street Lighting LED Upgrade | 3,809,462 | - | - |
| Urban Traffic Control | 1,070,204 | 250,000 | - |
| Highways Capitalisation | 1,616,000 | 1,616,000 | 1,616,000 |
| Transport Growth Programme | - | 789,813 | - |
| Completing Schemes | 13,491 | - | - |
| **Operational In-House Services** | | | |
| Coastal Erosion and Flood Risk Management | 2,101,240 | 1,003,961 | 1,430,273 |
| Countryside Stewardship | 1,740 | - | - |
| Parks Schemes | 408,671 | 602,989 | - |
| Tree Planting Programme | 226,872 | 94,879 | 94,879 |
| Golf Driving Range Developments | 2,197 | 280,280 | - |
| Ainsdale Coastal Gateway | 543,739 | | |
| Green Sefton – Vehicles, Plant & Machinery | 1,996,237 | | |
| Refuse Collection & Recycling | 2,989,182 | - | - |
| Vehicle Replacement Programme | 1,659,104 | - | - |
| **Total Programme** | **85,567,591** | **58,248,351** | **33,475,891** |