

APPENDIX B

Recommendation	What will Good Look Like?	Proposed Action(s)	Owner(s)
Review and align corporate capacity to support council priorities	Council will clearly understand what resources are required to deliver the Corporate Plan, Service Plans and the Councils Transformation programme that is the delivery vehicle for the Medium Term Financial Plan. In doing so it will ensure that appropriate corporate capacity is aligned to this- this will be reviewed on a 6 monthly basis	Develop a clear and costed resource plan for delivery of corporate Plan and transformation programme-June 2024  Fund the resource plan from within councils existing budget and recruit suitably qualified staff to meet this October 2024	Cabinet  Executive Leadership Team
Use the process of developing the Council's Medium Term Financial Plan to develop a widespread understanding and ownership of the Council's financial challenges	All Members and Officers within the council understand the financial environment within which the council is operating.  This will enable delivery of the corporate plan, service plans and the councils transformation programme and a clear understanding of how resource allocation will be undertaken. This will apply to both general fund and High Needs Block	The councils medium terms financial plan will be updated to inform budget setting for 25/26 to 27/28- this will include detail provided by services on all aspects of demand growth and cost inflation and will inform the overall budget gap which will be used to determine the savings required from the councils via its transformation programme and budget proposals  In addition a communication plan will be developed as part of this full review that can be	Cabinet  Chief Executive and Executive Director of Corporate Resources and Customer Services (s151 officer)

Recommendation	What will Good Look Like?	Proposed Action(s)	Owner(s)
		used to communicate all aspects within the organisation- July 2024	
Increase Financial Reserves	<p>General Fund reserves will be benchmarked against nearest neighbours/ comparator authorities on an annual basis to inform budget setting.</p> <p>As part of MTFP process the need for specific earmarked reserves to offset current and future one off events will also be identified</p> <p>If any reserves are used during the year they will be replenished in the following financial year as per 2024/25 budget reports</p>	<p>Increase general fund reserves from £15m to £30m as part of 24/25 budget process- complete.</p> <p>Undertake benchmarking exercise alongside full review of risk profile of the council -July 2024</p>	<p>Cabinet</p> <p>Executive Director of Corporate Resources and Customer Services (s151 officer)</p>
Maintain the recent progress which has been made regarding improvements to Children's Services	<p>We see continued positive findings in each of the remaining OFSTED monitoring visits.</p> <p>Positive feedback from Children, young people and their families.</p> <p>Achieving the recommendations set out in the Commissioners report.</p> <p>More and more children living and thriving in family settings.</p> <p>Our children receiving the best corporate offer with access to suitable housing, appropriate health support and pathways for education and training</p>	<p>Development of Service development team-June 2024</p> <p>Continued development of in-service practice improvement team-throughout 24/25</p> <p>Further development of Quality assurance / performance framework - September 2024</p> <p>Embedding strategic priorities for the partnership-throughout</p>	<p>Cabinet</p> <p>Director of Childrens Services</p>

Recommendation	What will Good Look Like?	Proposed Action(s)	Owner(s)
<p>Ensure that regeneration opportunities are supporting inclusive growth</p>	<p>All programmes and projects focus on social and environmental outcomes, as well as economic and financial</p> <p>Partners on regeneration projects support delivery of inclusive growth objectives and outcomes</p> <p>Good practice, lessons learned, outputs and outcomes are reported and visible internally and externally</p>	<p>2024/25</p> <p>Establish structures and methodology to ensure consistency of approach across all regeneration (and other) projects-ongoing</p> <p>Inclusive growth objectives and outcomes incorporated into procurement and other external engagement / contracting opportunities-ongoing</p> <p>Frequent, transparent and robust reporting on inclusive growth to be developed and implemented and reported to Cabinet and / or Overview and Scrutiny Committee-ongoing</p> <p>Continue to ensure that the opportunities for children and young people to be involved in the design, delivery and implementation of regeneration opportunities are taken and reported on</p>	<p>Cabinet</p> <p>Executive Director of Place</p>

Recommendation	What will Good Look Like?	Proposed Action(s)	Owner(s)
		through Child Friendly Sefton, which will in turn ensure regeneration maximises the benefit for children and young people.-ongoing	
Develop the wider assurance framework within the Council	The assurance framework will provide evidence based assurances on the management of risks that could impact the delivery of the corporate plan, service plans and transformation programme	The council will be able to demonstrate via quarterly performance reports to cabinet and cabinet members and via its internal system of management and control that these risks are being managed effectively- from July 2024.	Cabinet  Assistant Director of Strategic Support
Consider the use of meetings and their impact on capacity	All Members and Officers recognise the importance of meetings but also take individual and collective responsibility for the time they take and their impact. As priorities and demands change, so must the way we deliver and we need to ensure internal and partnership meetings are always purposeful and add value.	Ongoing. All meetings to have clear terms of reference and work plans reviewed every year for the financial year in line with service plans and corporate priorities.	Cabinet  Chief Executive  All meeting chairs
Review and refine the Council's performance management framework	All Members and Officers understand the Council's approach and their role in performance management, and that approach focuses on both proving what has happened already (celebrating success) and improving what happens next (learning lessons and focusing on continuous improvement). This	All corporate KPIs reviewed for 24/25 and performance against these will be supported by benchmarking and comparison vs targets where appropriate -July	Cabinet  Chief Executive and Assistant Director of Strategic Support

Recommendation	What will Good Look Like?	Proposed Action(s)	Owner(s)
	will be supported by the use of benchmarking and annual or cyclical targets	2024  This approach will flow from service planning to reporting to cabinet on a quarterly basis.	
Develop a culture of high challenge, high support behaviours across the organisation	A council where Members and Officers feel valued, appreciated, and empowered to deliver for their service and community, and we constantly challenge ourselves to go beyond our comfort zone, focusing on continuous improvement and innovation despite the wider systemic pressures in local government. Where we recognise the critical importance of strong relationships, trust and proactive and open communication to ensure we can have the difficult conversations that make continuous improvement possible.	This will be able to demonstrate its ambition and priorities for the borough via the corporate plan, service plans and transformation programme and this will be reported on via regular and informed performance reporting and the wider assurance framework.- from July 2024  There will be a clear communication and engagement plan within the councils to ensure that all staff are engaged at each level of the organisation and understand the ambition and objectives of the organisation and the standards that are required to meet these objectives- from June 2024	Cabinet  Chief Executive, Executive and Strategic Leadership Teams

Recommendation	What will Good Look Like?	Proposed Action(s)	Owner(s)
Build on the findings of the recent staff survey and consider the benefit of a resident survey	A council which actively seeks out feedback on performance from staff, residents and partners and uses this information to celebrate successes and to drive continuous improvement.	Staff Survey completed – April 2024. Action plan agreed June 2024  Residents Survey and action plan completed – April 2025	Cabinet  Chief Executive