



Sefton Service Planning and Performance Management Framework 2024

Updated: August 2024

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Strategic Support Service

Document Control

Issue/Amendment Record

Version	Date of Issue	Reason for Issue
V0.1	10/06/2024	Initial Draft
V0.2	21/06/2024	Updated following feedback from Senior Leadership Board.
V0.3	20/08/2024	Updated to align with the Service Planning guidance and templates.

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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.

This document provides that framework, setting 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, and the priorities identified in our Corporate Plan are shared and are transparent to our workforce, Members, and our citizens in Sefton.

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.



A Model for Continuous Improvement in Sefton

The Council’s long-standing approach to planning and performance management is based on an “**Analyse – 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.



The same cycle has been adopted for this strategic planning and performance management framework.

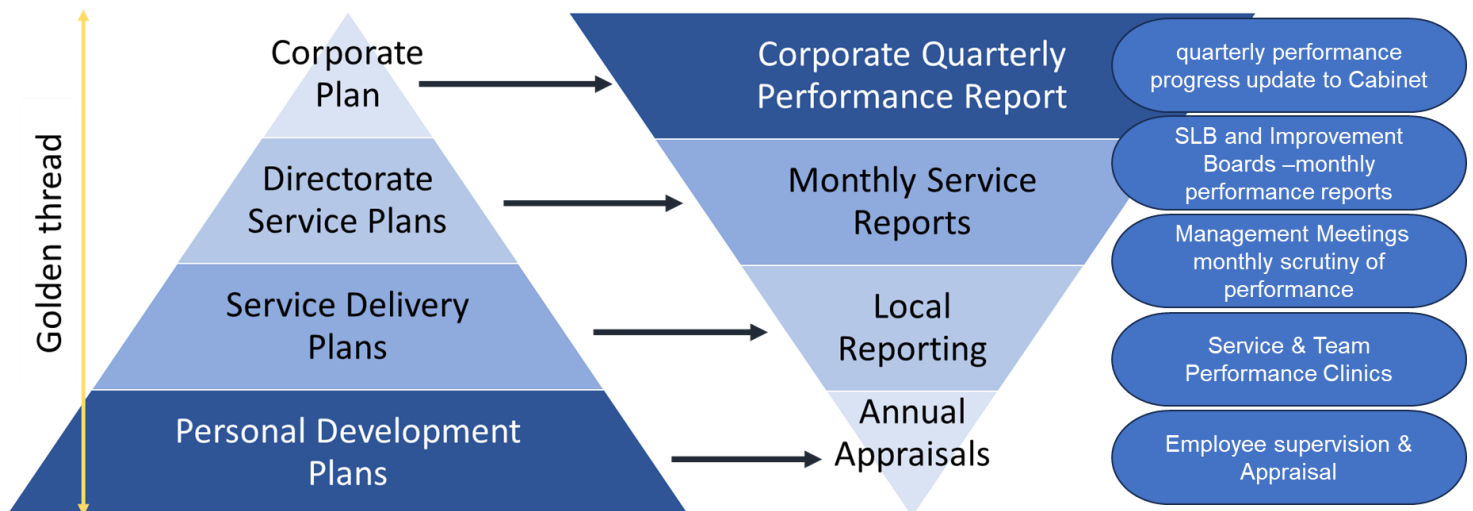
For example, across the four year period of the Council Plan, the process of development will firstly be based on information from the political manifesto, local needs analysis and service information, which is **analysed** and used to create the Corporate **Plan** and service plans (strategic and operational 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.

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 Council and corporate priorities (Corporate Plan), with the intention of boosting understanding, ownership, motivation, and morale.



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
 - Regular **employee1-2-1/supervision sessions**, and **annual appraisal**.

Service Planning Framework



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

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.



New **Directorate Service Plans** are being introduced, which will describe how each directorate/department is working towards the delivery of the Council priorities.

These plans should reflect the specific actions that individual Directorates/Departments will take during the current fiscal year to deliver the strategic commitments identified in the Corporate Plan, and to deliver strategic change and/or transformation projects in the Council's Transformation Plan.

These will be owned and developed by **Assistant Directors** and **Senior Managers** at Hay 4 and above who report directly to one of the **Executive Directors**.

The Directorate Service Plans will:

- Set the scene, providing details of the Directorate/Department and areas of responsibility.
- Describe where the Directorate/Department is now, in respect of meeting customer expectations, performing in relation to their objectives and key performance targets, and highlighting key achievements within the preceding 12-months.
- Outline where the Directorate/Department needs to be, clearly identifying the strategic priorities and future change(s) needed. This should include evaluating the challenges and risks facing the Directorate/Department by assessing the strengths and weaknesses of the service in relation to the demands placed on it by the external environment and to highlight any gaps in capability that need to be addressed.

- Summarise the key strategic actions for the Directorate/Department for the next 12-month period, including:
 - The specific action the Directorate/Department will take to deliver strategic priorities, and/or implement strategic change.
 - Identifying the intended outcome, and including where possible, the key performance measures by which you will judge success (qualitative & quantitative)
 - Explaining how the action is strategically linked to delivering the Corporate Plan and/or the Council Transformation plan.
 - Including an indication of the time scale for the activity.
 - Identifying a named officer accountable for delivering the action.
 - Identifying an appropriate measure to evidence progress, and rate progress.
- Provide a mechanism by which Strategic Leaders, Executive Leaders and Members can focus on improvement and track progress and performance.
- The Directorate Service Plans will inform Operational and Team Service Plans.
- Finally, the Directorate Plans should also be used to inform personal development plans and the staff performance appraisal process for Assistant Directors and Senior Managers at Hay 4 and above who report directly to one of the Executive Directors.



Operational Service Plans will continue to be used to capture the much broader range of work that individual Services will be undertaking.

They will describe the actions that each Service is taking during the current fiscal year to deliver the priorities, objectives and goals set in the **Directorate Service Plans** (which in turn set out the actions to deliver the strategic commitments identified in the Corporate Plan, and to deliver strategic change and/or transformation projects in the Council's Transformation Plan).

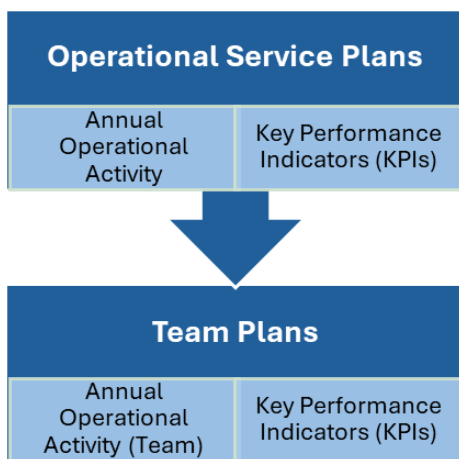
These will be owned by **Service Managers** at Hay 6 or Hay 5 who report to an **Assistant Director**, and developed within services, to be used as a management oversight and performance monitoring tool.

The Operational Service Plans will:

- Set the scene, providing details of the Service and areas of responsibility.
- Reviewing the previous year's performance against planned actions, they will summarise what is performing well (Where are we now?), what change and/or improvement is required (Where do we need to be?), and what the priorities are for the Service in the next 12-month period. In prioritizing, Service Managers are recommended to consider where effort and resources are best placed to deliver key changes and/or improvements using the action priority matrix.

- Summarise the key actions for the Service for the next 12-month period, Including:
 - The specific action the Service will take to deliver directorate/departmental priorities, implement change, and/or improving operational processes, systems, structures, and activity.
 - Identifying the intended outcome, how the work is linked to the Directorate Services Plan, and including where possible, the key performance measures by which you will judge success (qualitative & quantitative)
 - Including an indication of the time scale for the activity.
 - Identifying a named officer accountable for delivering the action.
 - Identifying an appropriate measure to evidence progress, and rate progress.
- Provide a mechanism by which Service Managers and Assistant Directors can focus on improvement and track progress and performance.
- Finally, the Operational Service Plans will inform Team Service Plans.

In addition to activity that will support the delivery of the Directorate Service Plan (which in turn set out the actions to deliver the strategic commitments identified in the Corporate Plan, and to deliver strategic change and/or transformation projects in the Council’s Transformation Plan), it is recognized that operational service plans typically include day-to-day activity. It is recommended that including business as usual activity is restricted to those actions where you intend to implement change and/or improvement to operational processes, systems, structures, and activity, which will result in increased efficiency and/or effectiveness as part of longer-term continual improvement.



Team plans provide a link between the Operational Service plan and individual work activity/programmes.

They will describe the actions that each **Team** is taking during the current fiscal year to deliver the priorities, objectives and goals set in the **Operational Service Plans** (which in turn is directly associated with the actions identified in the Directorate Service Plans to deliver the strategic commitments identified in the Corporate Plan, and to deliver strategic change and/or transformation projects in the Council’s Transformation Plan).

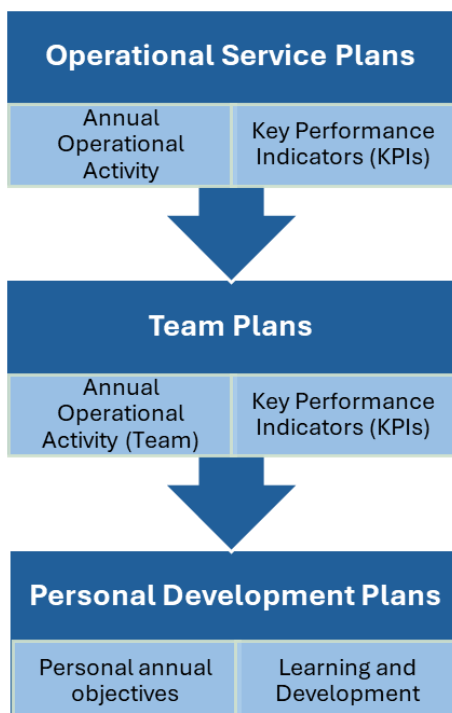
These will be owned by **Team Managers** who report to a **Service Manager**, and developed within the Team to be used as a management oversight and performance monitoring tool. They will:

- Set the scene, providing details of the Team and areas of responsibility.
- Summarise the key actions for the Team for the next 12-month period, Including:

- The specific action the Team will take to contribute towards delivering the priorities in the respective Operational Service Plan or Directorate/Department Service Plan
 - Identifying the intended outcome, how the work is linked to the Directorate Services Plan, and including where possible, the key performance measures by which you will judge success (qualitative & quantitative)
 - Including an indication of the time scale for the activity.
 - Identifying a named officer accountable for delivering the action.
 - Identifying an appropriate measure to evidence progress, and rate progress.
- Provide a mechanism by which Team Managers and Service Managers can focus on improvement and track progress and performance.
 - Finally, the Team Service Plans should also be used to inform personal development plans and the staff performance appraisal process.

These team plans are not mandatory and there is no obligatory corporate reporting process. Where Team Managers or Team Supervisors choose not to produce a plan, 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 (and in turn to the Directorate Services Plans the Corporate and/or Transformation Plan)
- Current context and issues within the Team (where are we now?)
- Changes required (where do we need to be?)
- A clear plan for closing the gap (how do we get there?)
- Goals and targets, including key performance indicators to demonstrate ‘how do we know we are there?’
- How they agree targets and monitor performance of individual members of staff.



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.

New Service Planning guidance and templates will be produced and made available to Managers.

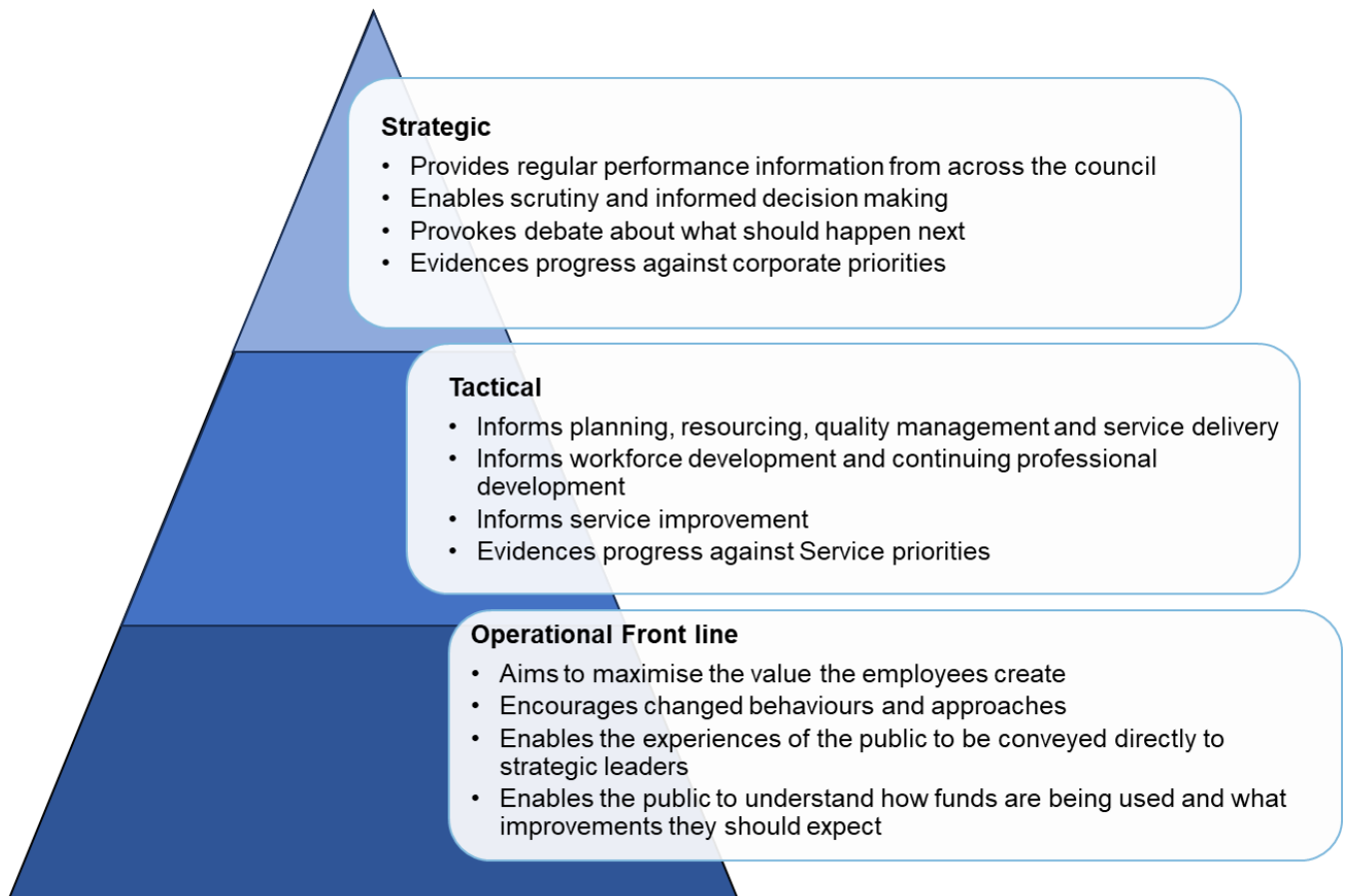
Performance Management Framework

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 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 set of key outcome measures, and an ad hoc set of in-depth insight reports as required on specific topics.

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 work area. Monitoring of themes will be supported by a set of 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. Service Managers and programme/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.

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 set of 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. 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

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 then 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.

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.
- Real world performance is not 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. Where appropriate both a qualitative and quantitative approach will be taken to facilitate the balance overview of our performance and activity, ensuring that 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.’

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, with respective performance leads within each directorate 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 in the short term, with an emphasis on each individual service providing the data for the purposes of monitoring, reviewing, and auditing performance.

Over recent years the Council has made some progress with a much tighter approach to performance reporting with quarterly reports that bring together finance, performance and risk presented to Cabinet. However, the Council recognizes that there is more to do in this area including making the most of what is in place now, strengthening our skills, identification of targets and embedding a performance culture. Together these changes will make it much simpler for the Council to demonstrate impact and tell its story.

Performance Monitoring & Reporting

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

- **Corporate Plan Overview Report**
Every quarter a meeting of the Executive Leadership Team will be set aside for a detailed discussion and review the Council’s performance, prior to it being submitted to Cabinet. ELT will consider a new Corporate Plan Overview Report (CPOR), which will be produced by the Corporate Performance & BI Team, setting out the performance and progress against the commitments made in the Corporate Plan. The report will then be presented to Cabinet and Overview and Scrutiny Committee(s). ELT will need to consider performance issues arising from the previous quarter, changes to targets, agreement for new or revised indicators, resource implications required to meet specific targets. The Council’s Corporate Performance Dashboard will provide a view of the key performance indicators for the Council Plan, providing a clear and focused view on progress.
- **Quarterly Service Reports**
From September 2024 Directorate Service Plans will be ‘going live,’ setting out how each directorate is working towards the delivery of the priorities set in the Council Plan. Each Assistant Director will produce a Quarterly Service Report (QSR) detailing the performance and progress against the commitments made in their Directorate Service Plans. The QSRs should be

reviewed with the respective Directorate Management Team and presented to the portfolio Cabinet Member and Overview and Scrutiny Committee.

- **Service Level Reporting**

The Corporate Plan Overview Report (CPOR) The Quarterly Service Report (QSR) are the corporate reporting documents. Nevertheless, performance for Operational Service Plans should also have a proportionate reporting process to review service delivery and reflect on opportunities for improvement. Services should track performance on continuous improvement and transformation activity for the respective service area, using simple Red, Amber, Green (RAG) to record progress against individual objectives. This performance tracking can be supplemented with Service specific performance reporting and presentation of key performance indicators (KPIs) using Microsoft Excel and Power BI.

- Service Managers will report, highlight, and discuss performance issues with Team Managers and staff to ensure all members of staff are sighted on performance.
- Where possible, performance reports and dashboards will be available via the internet and will be accessible to all staff across the organisation. The Corporate Performance & BI team will collaborate with staff across 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 develop into a quasi-independent reporter on the Council's progress and provide robust challenge to practice and delivery across the whole organisation.
- 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, as standalone topics for Overview & 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.
- Performance will be shared with the wider public using online performance dashboards and through mechanisms such as 'Local Accounts' and 'Provider/User Forums' to ensure transparency and challenge through-out the system.

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 Corporate 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 developing a new Corporate Plan.

Annual cycle

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

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 will be reviewed ahead of the following year.

The annual planning and performance cycle will also align with milestones within the budget planning process. Development of service plans and budget planning takes place between September and January each year. The strategic planning cycle for the Council is:

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

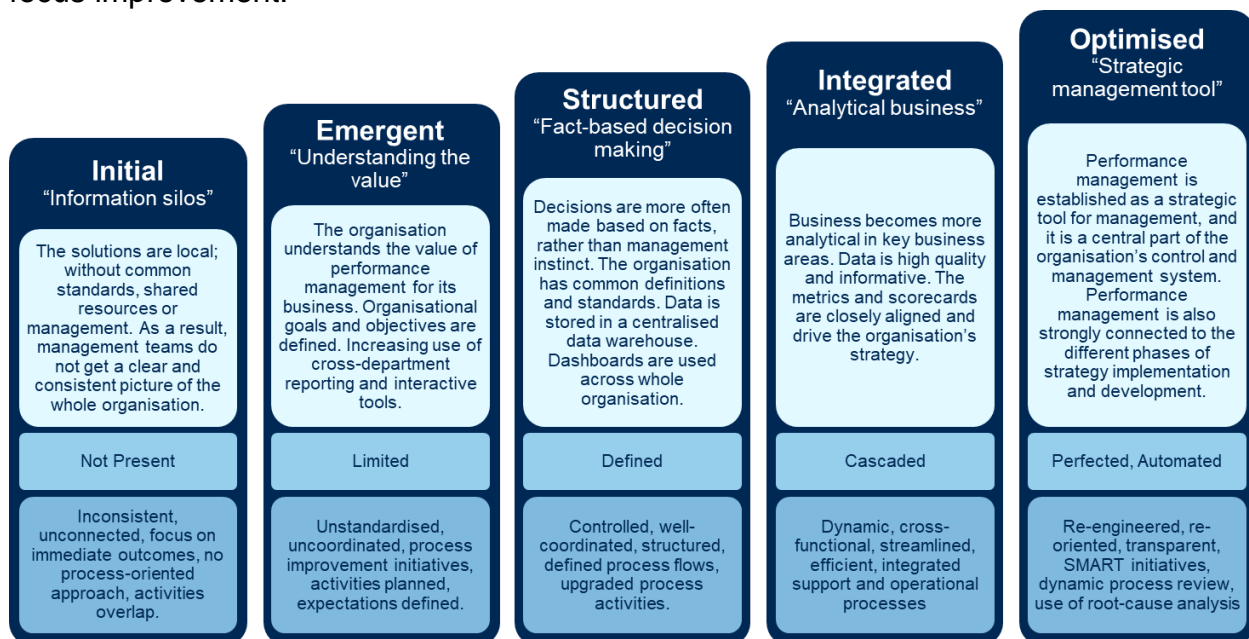
Whilst it is difficult to objectively measure the effectiveness of culture for delivering good performance management, the Local Government Association has identified [seven core standards](#) that promote good improvement culture and provide insight on issues which may prevent progress. These standards 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.



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.	Liases 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.	<p>Maintains register of KPIs. Quality assures data and KPIs produced by Business Intelligence Team.</p> <p>Extracts and analyses data in response to performance issues and investigations.</p>	<p>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.</p>
Frontline teams / staff	<p>Record data using business systems.</p> <p>Identify actions required to achieve priorities and objectives.</p>	<p>Provide insight and data entry, where applicable.</p>	<p>Hold knowledge of local communities and their specific needs.</p> <p>Holds knowledge and skills to contribute to making services more valuable.</p> <p>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.</p>

Strategic Measures

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 Cared for Children with fewer than 3 placements in the last 12 months		High			
	Percentage of Cared for Children with fewer than three Key Social Workers in the last 12 months		High			
	Percentage of children on a support plan with appropriate visits up to date		High			
	Percentage of Cared for Children Placed with Parents		High			
	Percentage of Children in Need with a repeat referral in Previous 12 Months		Low			
	Total number of in-house/LA Registered foster carers		High			
	Percentage of children achieving good level of development at Early Years Foundation Stage (EYFS)		High			
	Percentage of children achieving expected standard+ (EXS+) combined Reading, Writing, Maths (RWM) by end of Key Stage 2		High			
	Average Progress 8 score for all pupils		High			
	Average Attainment 8 score for all pupils		High			
	Percentage of Children Persistently Absent in period		Low			
	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 (EHCPs) issued within 20-week statutory timeframe		High			
	Number of Early Help, Special Educational Needs, and Children's Social Care complaints in period		Low			

Our measures of success: CIC rates, Court timescales, Referrals and re-referrals into CSC, Number of EHCP, Complaints / Compliments, Children in family settings, Children in Sefton Schools, Attendance, EET / Suitable Housing.

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 all individuals supported long term who are supported in the community		High			
	Percentage of suitable individuals accessing reablement services		High			
	Percentage of individuals placed with good or outstanding providers		High			
	Percentage of safeguarding clients whose 'Making Safeguarding Personal Outcomes' were met		High			
	Social Worker staff turnover rate		Low			
	Percentage of agency Social Workers		Low			
	Percentage of individuals whose casework has been audited in period		High			
	Percentage of Casework Audits rated good or excellent		High			
	Percentage of individuals asked about their experience of Adult Social Care		High			
	Percentage of individuals whose services have improved their quality of life		High			
	Percentage of service developments co-produced		High			
	Number of apprenticeships		High			

Our measures of success: 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, Working in partnership to improve the support services available for people with complex lives - system metrics to be developed as priority is defined, Development of an effective workforce strategy, Establish L&D programme with focus on leadership and professional practice, Number of apprenticeships, Quality assurance framework refreshed and reporting on percentage of case file audits completed, Workforce metrics for recruitment and retention, Proportion of individuals who responded about their quality of service, Proportion of service developments coproduced.

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 cases/incidents reported		Low			
	Rate of overweight children (National Child Measurement Programme)		Low			
	Vaccination rate – Dtap/IPV/Hib		High			
	Vaccination rate – Hib/Men C booster		High			
	Vaccination rate - MMR		High			
	Rates of Mental Health issues - Child/Adult		Low			
	Rate of hospital admissions due to substance use residents aged 15-24		Low			
	Rate of hospital admissions for alcohol-specific conditions residents aged under 18		Low			
	Rate of deaths from drug misuse		Low			
	Successful completion of opiate treatment		High			
	Successful completion of non-opiate treatment		High			
	Alcohol-specific mortality rate		Low			
	Cervical cancer screening rate		High			
	Breast cancer screening rate		High			
	Bowel cancer screening rate		High			

Our measures of success: Public Health Outcomes Framework, Office Health Inequalities and Disparities, UK Health Security Agency, National Drug and Alcohol Treatment Monitoring System, NHSE, Commissioned qualitative insight, Achievement of key programme milestones

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	Total volunteer hours in period		High			
	Number of complaints received regarding fly-tipping		Low			
	Number of incidents of fly-tipping removed		Low			
	Number of bulky household waste collections booked		High			
	Recycling rate – percentage of household waste sent for reuse, recycling, and composting		High			
	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			
	Number of people rough sleeping		Low			
	Percentage of Homelessness Preventions		Low			
	Rate of use of Leisure Services		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				

Our measures of success: No. of volunteers / volunteer hours, No. of complaints received regarding fly-tipping, No. of incidents of fly-tipping removed, No. 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, Uptake of Leisure Services, Uptake of Library Services.

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	Proportion of 16-17 year olds not in education, employment, or training (NEET)		Low			
	Number of workless residents accessing employment support		High			
	Number of residents accessing community learning programmes		High			
	Visitor numbers		High			
	Rate of business startups		High			
	Rate of business survival for one year		High			
	Rate of business survival beyond four years		High			
	Town centre vacancy rate - Bootle		Low			
	Town centre vacancy rate - Crosby		Low			
	Town centre vacancy rate - Southport		Low			
	Town centre vacancy rate - Maghull		Low			
	Town centre vacancy rate - Formby		Low			
	Number of households in Temporary Accommodation		Low			
	Affordable homes completed (affordable rented and shared ownership) in period		High			
	Affordable housing completions on qualifying sites (percentage of total completions on qualifying sites).		High			
	Unemployment rate of the working age, economically active population		Low			
Claimant Rate		Low				

Our measures of success: NEET reduction 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 yr, 4 yrs), Vacancy rates in town centres and neighbourhoods, Engagement plans with developers and investors to produce social value benefits including jobs and training, Number of households in Temporary Accommodation, Additional affordable homes completed (affordable rented and shared ownership).

Corporate Plan Theme	Corporate Plan Measure	Target	What is 'Good'	Theme Responsibility	Metric Responsibility	Data Source & Officer
Cross-cutting themes for the Authority including Finance and Climate Change	Projected Revenue as proportion of approved budget		100			
	Projected Capital Expenditure as proportion of approved budget		100			
	Total general fund balance (£m)		High			
	Expenditure from general fund balance (£000s)		Low			
	Value of un-recovered debt (£000s)		Low			
	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 (£m)		High			
	Proportion of Staff not Commuting		High			
	Business Miles Claimed - Non Electric		Low			
	Number of publicly available charge points per 100,000 population		High			
	Percentage of fleet vehicles fully electric		High			
	Scope 1 and 2 emissions from direct Council operations (consumption of fossil fuels including heating, electricity consumption and fleet fuel) (T Co2e)		Low			

Our measures of success: Annual revenue outturn is within approved budget, Annual Capital Expenditure is at least 90% of approved budget, Capital Schemes are delivered within approved budget and funding available, General Fund balances increase each year, No call on general fund balances each year, Value (£000s) of un-recovered debt, Council tax collection rate, Business Rates collection rate, Debt outstanding as a percentage of gross debt, Total debt as a percentage of core spending, Value of achieved savings from Transformation Change Programme.

The Measures identified against the Corporate Plan themes are the first iteration of indicators to be used to measure progress and impact. Strategic Measures should focus on used to tracking progress in achieving the Council objectives and goals set in the Corporate Plan, and not appear too operational in nature. Moving forward it will be important to review and change the performance measures to ensure that the Council achieves the right balance between the macro and micro analysis, and ensures that the measures chosen can demonstrate a positive/negative bearing on the strategic objectives and goals.

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.

