

Corporate Performance Report Q1 and Q2 2024/25

Date of meeting:	9 th January 2025		
Report to:	Cabinet		
Report of:	Executive Director – Corporate Services and Commercial		
Portfolio:	Corporate Services		
Wards affected:	All		
Is this a key decision:	No	Included in Forward Plan:	Yes
Exempt/confidential report:	No		

Summary:

On the 25th of July 2024 Cabinet agreed the Sefton Corporate Plan (2024 to 2027), with revised corporate objectives to deliver the Council's agreed strategic priorities.

Cabinet also agreed 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.

This report presents the first Corporate Performance Report (Annexe A) for Q1 and Q2 of 2024/25 that will be presented to Cabinet quarterly and which demonstrates performance against the commitments agreed in the Sefton Corporate Plan (2024 to 2027).

Recommendation(s): Cabinet are recommended to

- (1) Receive and consider the corporate performance report for Q1 and Q of 2024/25, against the Sefton Corporate Plan (2024 to 2027)

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 were set out in its original Corporate Plan (2023-26).
- 1.3 The revitalised Corporate Plan (2024 to 2027) refines the priorities and reflects the ambition for the Council and for the borough. It 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 its communities. It will ensure that the Council delivers on its 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:
- 1) Children & Young People - Delivering improved children's services so that Sefton is an inclusive child-friendly borough where children and families thrive.
 - 2) Adult Social Care - Delivering improved adult social care so that people are empowered to live an independent life, exercise choice and control, and be fully informed.
 - 3) Health & Wellbeing - Delivering improved health and wellbeing for everyone in Sefton and reduce inequality.
 - 4) Working for Our Communities Every Day - Delivering on the services that matter to residents, working together to deliver affordable services which achieve the best possible outcomes for our communities.
 - 5) Inclusive Growth - Delivering on our ambition for a prosperous Sefton, to enhance Sefton's offer as a place to live, learn, earn and visit.
 - 6) Financial Sustainability – driven by medium term financial planning 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.
- 1.4 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.
- 1.5 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 Local Government Association (LGA) 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. To support the council, it was suggested that there was further opportunity for improvement through monitoring the Corporate Plan objectives with a performance scorecard which tracks progress against the Council's key corporate priorities and ensuring 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.

- 1.6 The Local Government Association (LGA) specifically recommended a review and refinement of the Council's performance management arrangements and to develop a performance management reporting framework, that reflects the Council vision, Council priorities and corporate objectives, with 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.
- 1.7 The council has in Q1 of this year refreshed the Service Planning and Performance Management Framework for the Council, which 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 are shared and transparent to our workforce, Members, key partners and our citizens in Sefton. The framework will 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 best practice, the Service Planning and Performance Management Framework:
- a) helps 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) Defines 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) Defines the roles and responsibilities within the service planning and performance management cycle.
 - d) Provides transparency and clarity for the Council's aspirations for performance management, and the interlinking elements including governance and data management.
- 1.8 A set of key performance reporting indicators (KPIs) which form the basis of the refreshed Corporate Performance Report (Annexe A), and will be used to track progress against the key corporate priorities in the Corporate Plan have also been developed.
- 1.9 The recommended timetable for reporting performance to Cabinet is set out below:

Operating/Fiscal Quarter		Reporting
Q1	April, May & June	September
Q2	July, August & September	December
Q3	October, November & December	March
Q4	January, February & March	June

- 1.10 The refreshed Corporate Performance Report set out in Annexe A provides the first report of this new approach and reflects performance for Q1 and Q2 of 2024/25, using the most recent data available at the time of reporting under the constraints of the reporting timetable. It should be noted that as a result it may not be possible for some services to report on the most recent period due to the time taken to record and validate information before reporting and where reporting is provided for the most recent period this may well be subject to change in subsequent reports due to similar timeliness of recording and processing issues.
- 1.11 The quantitative measures included in the refreshed Corporate Performance Report (Annexe A) are the first iteration of suggested indicators to be used to measure progress, however, moving forward officers will continually 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. Some performance data does not lend itself to being reported quarterly, for example school performance and pupil attainment data which could typically be presented annually in September. Therefore the quarterly performance information will be supplemented with subject specific information at relevant points throughout the financial year when relevant data is available. Furthermore, future performance reporting to Cabinet will draw on the outcome of relative consultation and engagement activity to demonstrating progress and impact using both quantitative and qualitative insight.

2. Financial Implications

There are no financial implications.

3. Legal Implications

There are no legal implications.

4. Risk Implications

There are no identified risk implications at this stage of developing the corporate performance reporting process.

5 Staffing HR Implications

There are no HR implications.

6 Conclusion

The refreshed Sefton Corporate Plan 2024 to 2027 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.

The Sefton Service Planning and Performance Management Framework 2024 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 Corporate Plan are shared and transparent to our workforce, Members, key partners and our citizens In Sefton.

The refreshed Corporate Performance Report (Annexe A) will be used to track progress against the key corporate priorities in the Corporate Plan and ensure that routine performance information is provided to Scrutiny and all wider members. Moving forward offices will continually 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 will also draw on the outcome of relative consultation and engagement activity to demonstrating progress and impact using both quantitative and qualitative insight.

Alternative Options Considered and Rejected

None

Equality Implications:

There are no equality implications.

Impact on Children and Young People:

The refreshed Corporate Plan shows the Council's continuing commitment to children and young people, as the Corporate Performance Report will be used to demonstrate improving outcomes for children and their families.

Climate Emergency Implications:

The recommendations within this report will have a Neutral impact.

What consultations have taken place on the proposals and when?**(A) Internal Consultations**

The Executive Director of Corporate Services & Commercial (FD.7800/24) and the Chief Legal and Democratic Officer (LD.5900/24) have been consulted and any comments have been incorporated into the report.

Furthermore, the Executive Leadership Team and the Strategic Leadership Board have been consulted on the set of key performance reporting indicators (KPIs) which form the basis of the refreshed Corporate Performance Report (Annexe A), and will be used to track progress against the key corporate priorities in the Corporate Plan.

(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.

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Appendices:

The following appendices are attached to this report:

- (1) The refreshed Corporate Performance Report, including data for operating/fiscal quarters Q1 and Q2 2024, set out in Annexe A.