

Appendix A

Recommendation	Context	What will good look like?	Proposed Action(s)	Owner(s)
<p><i>Prioritise the refresh of the core purpose</i></p>	<p>The Core Purpose was refreshed in November 2016 and approved by Council – at that time we said “<i>We will need to continually review how this Core Purpose is effectively communicated to staff and communities.</i>”</p> <p>The Strategic Leadership Board (SLB) is currently reviewing the Council’s Core Purpose with a view to creating a clearer narrative around how the Council will continue to contribute to Vision 2030. The SLB review will result in a set of recommended actions which will be considered by Cabinet and Council.</p> <p>The outcome of this work will inform the production of the next three-year Medium Term Financial Plan and associated strategies and policies</p>	<p>The Council’s contribution to Vision 2030 is clearly defined and articulated in terms of action impact and value added</p> <p>Narrative and principles agreed with Elected Members</p> <p>Our Core Purpose is clearly communicated, understood and owned across the Council and understood by the communities, partners and other key stakeholders</p> <p>A clear planning approach that defines the how, the what, the when - delivered within a financially sustainable envelope</p> <p>The Core Purpose informs future Council plans and priorities.</p> <p>Success is celebrated</p>	<p>Draft narrative and principles to be approved Q1 2019/20</p> <p>Share key messages with workforce, elected members, communities and partners from Q2 2019/20</p> <p>Continually review how the Core Purpose is effectively communicated to staff and communities – Ongoing</p> <p>Assess the impact on the delivery of improved outcomes - Ongoing</p>	<p>Cabinet Executive Leadership Team</p>

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<p><i>Strengthen corporate performance management.</i></p>	<p>Sefton 2030 Vision Outcomes Framework already in place The review of the Core Purpose will facilitate the development of a new approach to corporate performance management Service Performance management is well embedded in most service areas Some inconsistency of approach – One Council solution needed Cabinet, Cabinet Members, Overview & Scrutiny Committees, Audit and Governance Committee already receive several service, workforce, risk and budget related performance data and these will continue. No overarching corporate framework for the Council Partners open to greater sharing of performance management approaches and reporting LGA offer of support to develop what is right for Sefton</p>	<p>Clear understanding of what performance management activity works well and where we need to change or improve Overarching outcome focused framework in place for the Council One Council approach underpinned by efficient and effective systems with a schedule for reporting and clear escalation process Workforce and elected members understand how performance is measured, the impact that we have on our communities and feel empowered Our communities are aware of performance and future plans Partnership performance management reporting shared and joint impact understood Emphasis on management of performance not just measurement Performance Framework informs future prioritisation and resource allocation</p>	<p>Access LGA support Q1 2019/20 Develop the Measures and indicators associated with the Corporate Performance Framework Q2 2019/20 Share and consult with Cabinet and OSC Management Board Q2 2019/20 Agree Corporate Performance report template with Cabinet and commence reporting Q3 2019/20 Agree and resource a data and reporting improvement programme Q4 2019/20</p>	<p>Cabinet Strategic Leadership Board Scrutiny Committees</p>

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<p><i>Refresh and make clear form, function, accountability and pace of delivery for the localities model.</i></p>	<p>New operating model, new roles, evolving workforce development plan, prioritised plan in place for next steps Partners are bought in to the model and regular meetings in place to ensure that joint working continues Internal understanding growing but clearer understanding of the how is needed New pathways and policies need to be developed whilst maintaining current service and systems Need to consider the wider role of other teams LGA endorsed as the right direction for Sefton</p>	<p>Shared narrative is understood and owned across the Council and partners Workforce is skilled and equipped for new ways of working Increased level of partnership working – New Realities approach truly embedded Communities understand how to access the new model Increased levels of community, family and personal resilience Reduced demand Next phase of Locality working defined and planned</p>	<p>New Head of Communities will drive forward this agenda Executive Director will continue to champion the model with partners and the community Performance of model will be developed and monitored This activity will continue to be monitored by the Framework for Change Programme Board and by exception Cabinet Prioritised plan to be considered by Cabinet Q2 2019/20</p>	<p>Cabinet Member Executive Director, Andrea Watts and Head of Communities</p>

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<p><i>Be clear on the Council's parameters around commercialisation.</i></p>	<p>Council is not new to this type of activity Workforce is developing their own definitions leading to mixed messages Head of Commercial Development is working with teams across the Council to develop ideas and explore opportunities Enterprise strategy in development LGA offer of 3 levels of support – including masterclasses for elected members</p>	<p>Generation of additional funds to reinvest in front line Council services. A common and clear understanding of the priority approaches and initiatives to be developed and delivered A clear set of principles to inform and guide which commercial opportunities are brought forward and how Increased skills and confidence amongst appropriate managers and staff with appropriate support An effective balancing of risk and financial and social return The enhancement of the reputation of the Council</p>	<p>Access LGA support Q1 2019/20 Cabinet to agree Enterprise Strategy Q1 2019/20 Include commercial approach in workforce and member development plans as appropriate Ongoing Embed commercial and risk awareness culture - Ongoing Approve the Enterprise Strategy Monitor the delivery of the priority actions against the success criteria.</p>	<p>Head of Commercial Development</p>

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<p><i>Accelerate work on a local economic growth strategy alongside efforts in the Liverpool City Region (LCR)</i></p>	<p>Growth is a key Pillar in the Framework for Change Growth Programme is established and is being prioritised Partners across the Liverpool City Region acknowledge our "can do approach" Significant progress, opportunities for a strong pipeline of projects to increase the level of benefit for Sefton Capacity is a challenge Economic Strategy in development</p>	<p>Clear strategy and delivery plan for inclusive growth Prioritised pipeline of projects, process that delivers against the Council's economic and social objectives Council/Cabinet approve schemes for consideration Attracting significant Strategic Investment Fund support from the Combined Authority Delivery of planned change More and better jobs for local people</p>	<p>Agree a prioritised pipeline of projects Identify those which should be put forward for Combined Authority consideration Q1 2019/20 Assess and implement the capacity required to deliver the programme Continue to champion Sefton within the Liverpool City Region - Ongoing This activity and associated delivery of agreed plans will continue to be monitored by Cabinet in line with agreed Capital Programme – Ongoing Key performance measures to be included in the Performance Framework</p>	<p>Executive Director – Sarah Kemp</p>
<p><i>Develop the role of all members in a changing context for local government and a changing model of delivery locally.</i></p>	<p>Local government is changing Leadership of Place is strong Constituency fora are new Localities model is new</p>	<p>Constituency Fora are well established with increased levels of partner and community participation Clear understanding and ownership of the role of</p>	<p>Continue to refine, develop and promote the Constituency Fora - Ongoing Produce an elected member development plan for consideration by</p>	<p>Chief Executive & Head of Corporate Resources</p>

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	<p>No Member Development Programme in place – SLB using 21st Century Public Servant with workforce LGA and North West Employers offer of support</p>	<p>Sefton elected members in the current and future context. Elected member development needs and skills identified, and an appropriate development programme developed Member Development Programme implemented and embraced by all</p>	<p>the Cabinet Member Regulatory, Compliance and Corporate Services & Overview & Scrutiny - Q2 2019/20 Identify elected member development opportunities – Ongoing Monitoring participation and outcomes including members satisfaction</p>	