

Sefton Council Transformation Programme Plan 2024-2027

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.

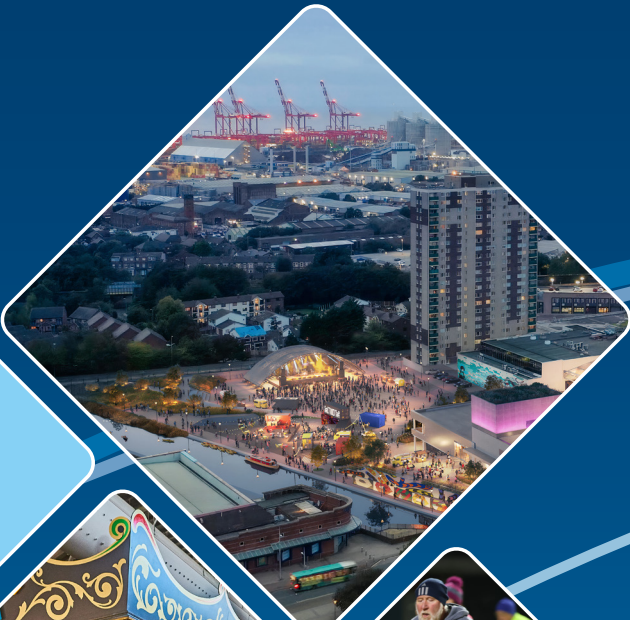




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Foreword



The last decade has been a real challenge for local government with austerity meaning many councils up and down the country have been forced to cut services because they simply haven't had the funding they require to meet the growing demand.

Here in Sefton, we are embarking on a new plan where we want to show a

real ambition for Sefton as a place and be clear with residents what they can expect from us.

We know there is no magic wand that will mean we will suddenly receive more funding but rather than being reactive to circumstances forced upon us, we are in a place where we can be on the front foot and make a positive change.

A key part of the plan is that we will put children, young people and families at the heart of everything we do to make Sefton the best place for children and young people to grow up.

Alongside this it is the everyday services such as grass cutting, bin collections and how the borough looks that

matter to our residents and by setting standards and communicating these to people they know what to expect from us and can hold us to account.

We know we have to change how we work and be better at working with partners and our communities to get the best possible outcomes for our residents. If there is a problem, we might not be able to fix it on our own, but by working together we can come up with solutions that will help people get to where they want to be.

You only have to look back at what our communities did during the Covid pandemic and how people have been willing to support each other through the cost-of-living crisis to know that people in Sefton want to do the best by each other.

I am confident this transformation plan will help us to achieve our aims and mean Sefton becomes an even better place to live, to earn, to learn and to visit.

A handwritten signature in black ink that reads "Marion Atkinson".

Cllr. Marion Atkinson
Labour Leader, Sefton Council



The next few years is a great opportunity for Sefton to move forward and capitalise on the major investment projects taking place in our borough.

While a regenerated Bootle town centre and world-class events venue in Southport will be the jewels in the crown of that investment underpinning all that is a commitment from the

council to make sure we are offering value for money in areas of high spend and doing the ‘everyday’ services that people rely on well.

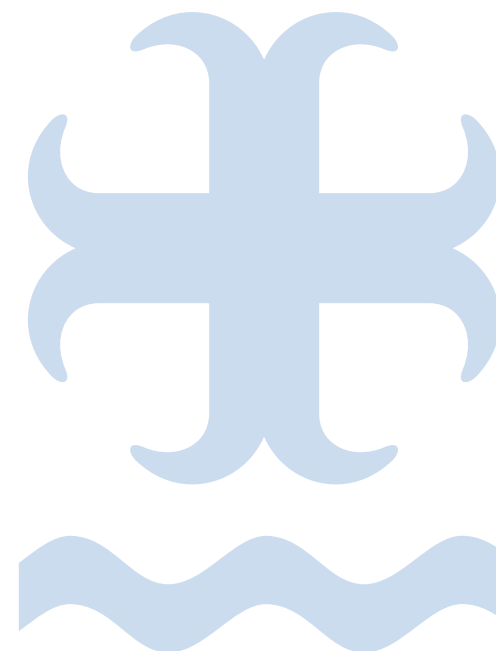
The challenges thrown up by cuts in local government spending, the pandemic and cost-of-living crisis has meant some of our services don’t meet the high standards that people have come to expect and we need to be straight with people about how we can raise those standards and what they can expect to see going forwards.

This transformation plan will help us achieve the financial sustainability that underpins our new corporate plan and will be closely monitored by our new performance framework.

We still face significant challenges with financial pressures and our improvement journey for children’s services but with our talented and committed workforce working together with partner organisations and our residents we can make a real difference for Sefton and help everyone to flourish to be the best that they can be.

A handwritten signature in black ink, appearing to be 'P. Porter', written in a cursive style.

Phil Porter
Chief Executive, Sefton Council



Background and Purpose

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.

This plan is a high level overview of the Council's transformation intentions aligned to its Corporate Plan. It sets out how we will build a culture that constantly strives to do better - making a continuous improvement in the services we deliver, and on the wellbeing of the people of Sefton.

It will aim to encourage an inclusive and integrated approach to transformation that makes best use of its people, systems, and processes.

It will provide a strategic framework to underpin a programme of significant organisational change that will support the Council in achieving its wider aims and priorities as set out within its Corporate Plan.

The outcome of the General Election has resulted in a new political party being elected. This could bring potential changes to local government funding and policy directives.

Consequently, while this plan sets a clear direction for our transformation ambitions, we acknowledge that adjustments may be necessary as we gain clarity on the new government's priorities and the council's financial settlement.

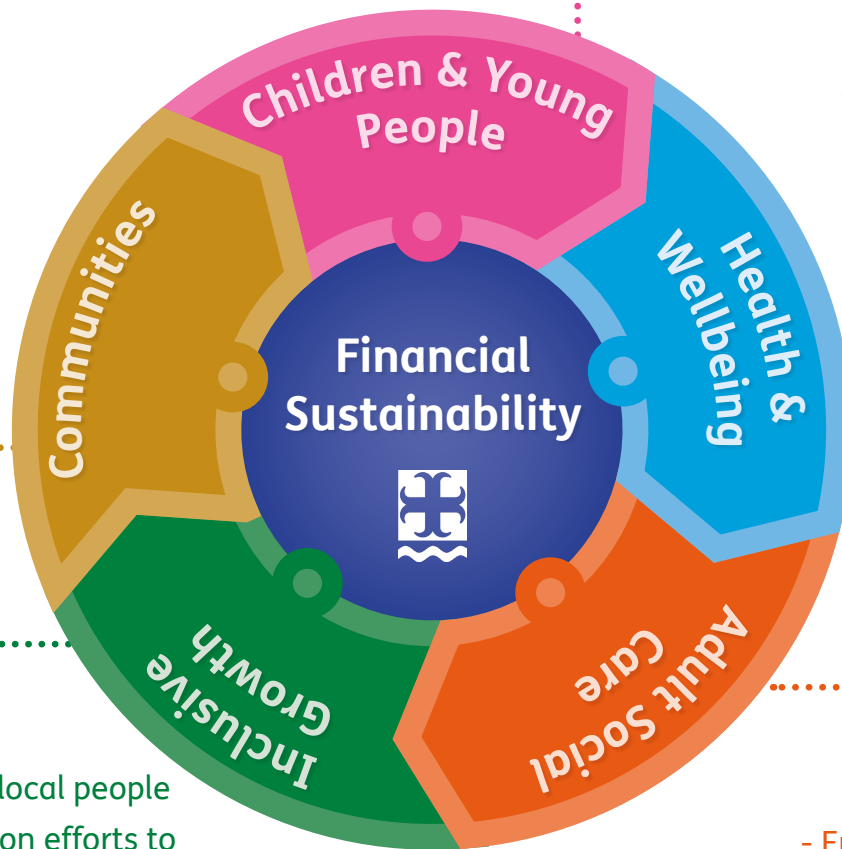
However, our commitment remains the same; to adapt, improve and to deliver high quality services that meet the needs of our community.

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

- 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
- Expanding housing and regeneration efforts to stimulate job creation in construction, infrastructure, and related sectors, while improving living standards for Sefton residents

Adult Social Care

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



Transformation Programme in a Strategic Context

The **Sefton way** will provide the strategic framework to guide how we do that over the next three years. The Corporate Plan embeds these strategic objectives into how we work on a day-to-day basis and will shape our financial planning, performance monitoring, service plans and individual Performance Development Reviews (PDRs).



The Corporate Plan has been reviewed and revitalised on the back of the various opportunities, challenges and changes in the operating environment. It was the perfect moment to take stock of the corporate objectives to deliver the Council's key priorities over the 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 21st century public servant model and how it may evolve, as well as the capacity and partnerships required to deliver against the local ambitions.

The revitalised Sefton Corporate Plan for 2024 to 2027 states the specific, corporate objectives to deliver the Council's key strategic priorities over this next period. The 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.



Cross Cutting Principles

A number of cross-cutting principles will shape and inform delivery across the Transformation Programme. These principles ensure that our efforts are aligned with the council's core values and are explicit in our corporate plan and service plans.

The Sefton Way

Our culture is rooted in the values of Communities, Collaboration, and Ambition. This transformation is not just about changing processes and systems but about how we work together to drive change and make a lasting impact. The way we do things in Sefton is underpinned by a commitment to involving communities in shaping services and ensuring that collaboration across departments and with partners, is the foundation of success.

Pride in our Place

Sefton is a place where civic pride is at the heart of everything we do. Our transformation programme fosters a deep sense of belonging, encouraging our community, businesses, and employees to take pride in their area and contribute to making Sefton a better place to live, work, and visit. As a council, we also recognise our role as corporate parents, ensuring that children and young people in Sefton receive the care, support, and opportunities they need to thrive. Through initiatives that improve our local environment and enhance public spaces, we aim to create a place that people are proud of and invested in,

aligning with our vision to build thriving communities where everyone feels a part of the future and the Sefton way.

Together we are Stronger

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. Our transformation programme is built on these relationships. Strong partnerships enable us to achieve more for people by pooling resources, expertise, and knowledge, ensuring that we can make better use of our resources to deliver improved outcomes.

Ways of Working

We are adopting an agile and systemic approach to working that focuses on solving problems holistically, identifying root causes, and delivering sustainable solutions led by our communities. This method allows us to be flexible, adaptive, and responsive to changing needs, which is critical for delivering successful Transformation. We are leveraging the power of data to create evidence-based strategies, improving transparency, accountability and to inform effective decision



making. Sefton is committed to being a connected council that maximizes the use of technology to improve services and outcomes. By leveraging digital tools, we are empowering our residents to access and engage with services more easily, while also helping them build the skills needed to thrive in an increasingly digital world. We are working to ensure that businesses can harness digital technology to grow and innovate, creating new jobs and opportunities for the local economy.

By celebrating success and learning from our challenges, we ensure continuous improvement and build resilience in how we operate.

This systemic approach supports our vision of becoming a dynamic council that delivers effective services while balancing resources efficiently.

Our Workforce

Our workforce is our most valuable asset, essential to delivering the Council's transformation priorities. Sefton is committed to creating an environment where employees feel supported, valued, and empowered. We prioritise listening to the workforce and acting on their feedback, as demonstrated by our response to the recent staff survey. We also emphasise growth by providing opportunities for learning, development, and career progression, ensuring that Sefton is a place where employees can thrive and contribute to the Council's long-term vision. Collaboration within and across teams is key to ensuring we meet the diverse needs of our residents. This focus on people reflects the Council's values of ownership, challenge, and improvement.

Equality, Diversity and Inclusion

Many of the challenges facing our borough affect people differently and will require tailored solutions to ensure the needs of all our residents are met. We also recognise that people may have multiple characteristics and may have different needs because of this.

Across this plan and through the design of our services and work with partners - we will consistently seek to support those most in need of help, tackle inequalities, and ensure basic needs are met.

The Council has an established Corporate Equality Group (CEG) which supports the Council's commitment to integrate Equality and Diversity throughout its services and to help secure its vision of creating stronger, more resilient communities (Sefton Vision 2030).

The Environment and Climate Change

In July 2019 the council declared a Climate Emergency. In declaring a Climate Emergency, it was agreed that we are committed to reducing carbon emissions and to act in line with the scientific consensus that we must reduce emissions to net zero by 2030 and therefore commits to:

- Make the Council's activities net-zero carbon by 2030
- Ensure that all strategic decisions are in line with a shift to zero carbon by 2030
- Achieve 100% clean energy across Sefton Council's full range of functions by 2030

To support making this happen, a strategy and action plan 2020-2029 has been developed.

Across this plan and through the design of our services and work with partners we will consider the impact on the environment and mitigate any risks against the commitments outlined above.

Customer Centric - Put people at the heart of what we do

As one of our core values, putting people at the heart of what we do is a key principle. During the development and delivery of the Transformation programme the needs, experiences and expectations of our community in each project and service delivery must be prioritised.

By actively consulting and engaging with the community, seeking feedback and tailoring our services to better meet their needs, we aim to create more accessible, efficient and user-friendly services fit for the future.

This commitment ensures that our transformation efforts are not just about improving processes and systems but about genuinely improving the lives of the people we serve.



Delivering Our Transformation Programme

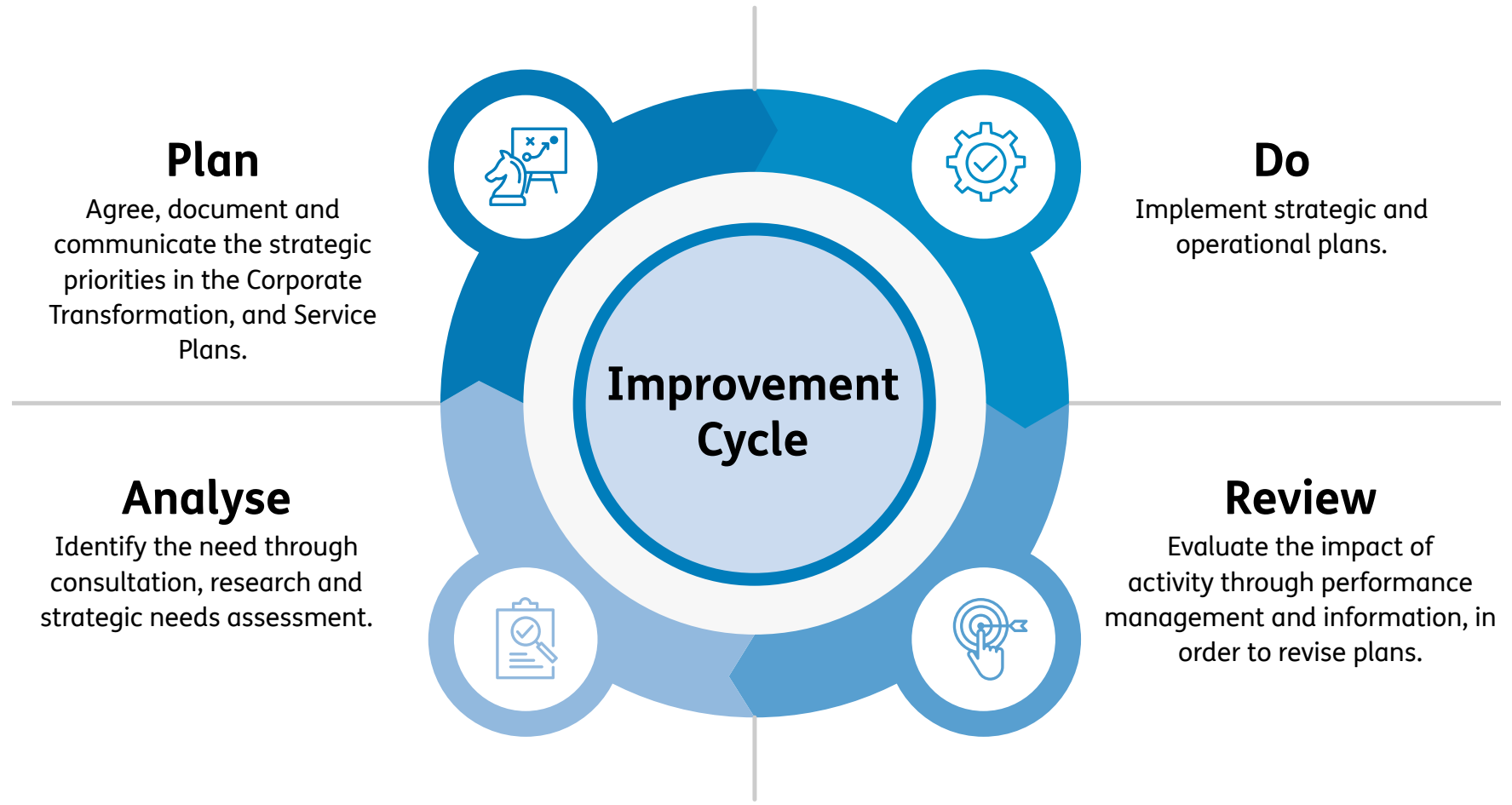
Our Transformation Framework

Beyond the cross-cutting principles which will shape and inform our delivery of the Transformation Programme, we have our transformation framework, which is a set of processes, and tools that provide structure and guidance for our approach to managing this program. Our framework of 'Analyse – Plan – Do – Review' helps us to define the scope, objectives, governance, roles, responsibilities, phases, deliverables, and measures for demonstrating delivery, including outputs, outcomes and the benefits we want to realise from the programme. For example, outputs could include new systems, processes or buildings; outcomes could include improved customer services and customer satisfaction; finally benefits may include increased revenue, reduced operating costs, enhanced performance, or increased social value. Our framework and approach to delivering this programme will be agile and flexible, allowing for changes and adjustments throughout the programme life cycle. We will also make use of independent peer support and sector led improvement partners to shape our programme, and at key stages of a programme lifecycle to provide assurance that we are delivering on our transformation intentions.

Managing Performance

At the heart of successful change management lies the critical element of transformation progress tracking. We will apply a methodical approach for measuring change management and tracking our transformation, ensuring that our initiatives not only start strong but maintain momentum and achieve their desired outcomes, and that identified benefits are realised. We will establish baselines by analysing current processes, systems, and performance levels, gathering quantitative data and qualitative insights through consultation and engagement. This will provide an accurate snapshot of where we stands pre-transformation. We will then identify Milestones for each project, as markers of progress throughout the transformation journey, defining achievable targets within specific timeframes. Once baselines and milestones are established, we will continuously monitor and report progress to key stakeholders to ensure that we are on-track to deliver our transformation objectives and can quickly respond to emerging challenges or opportunities. Regularly engaging our key stakeholders in reviews will ensure accountability and foster support throughout the transformation process.

Improvement Cycle





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.

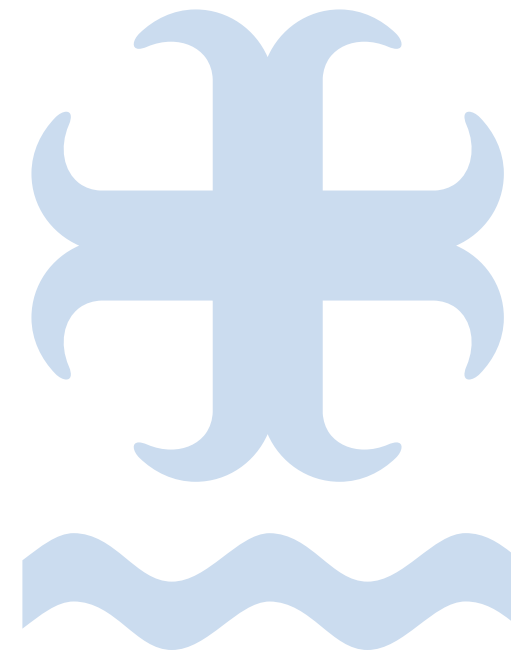
This programme will be the core delivery vehicle for the medium-term financial plan.

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.

Budget shortfalls are reported in annual medium-term financial plans.

It is clear that the Council will need to look radically at the services it provides and how and if it provides them in order to ensure that decisions are taken which minimise the impact on front line service delivery.



Transformation Programme 2024 -2027

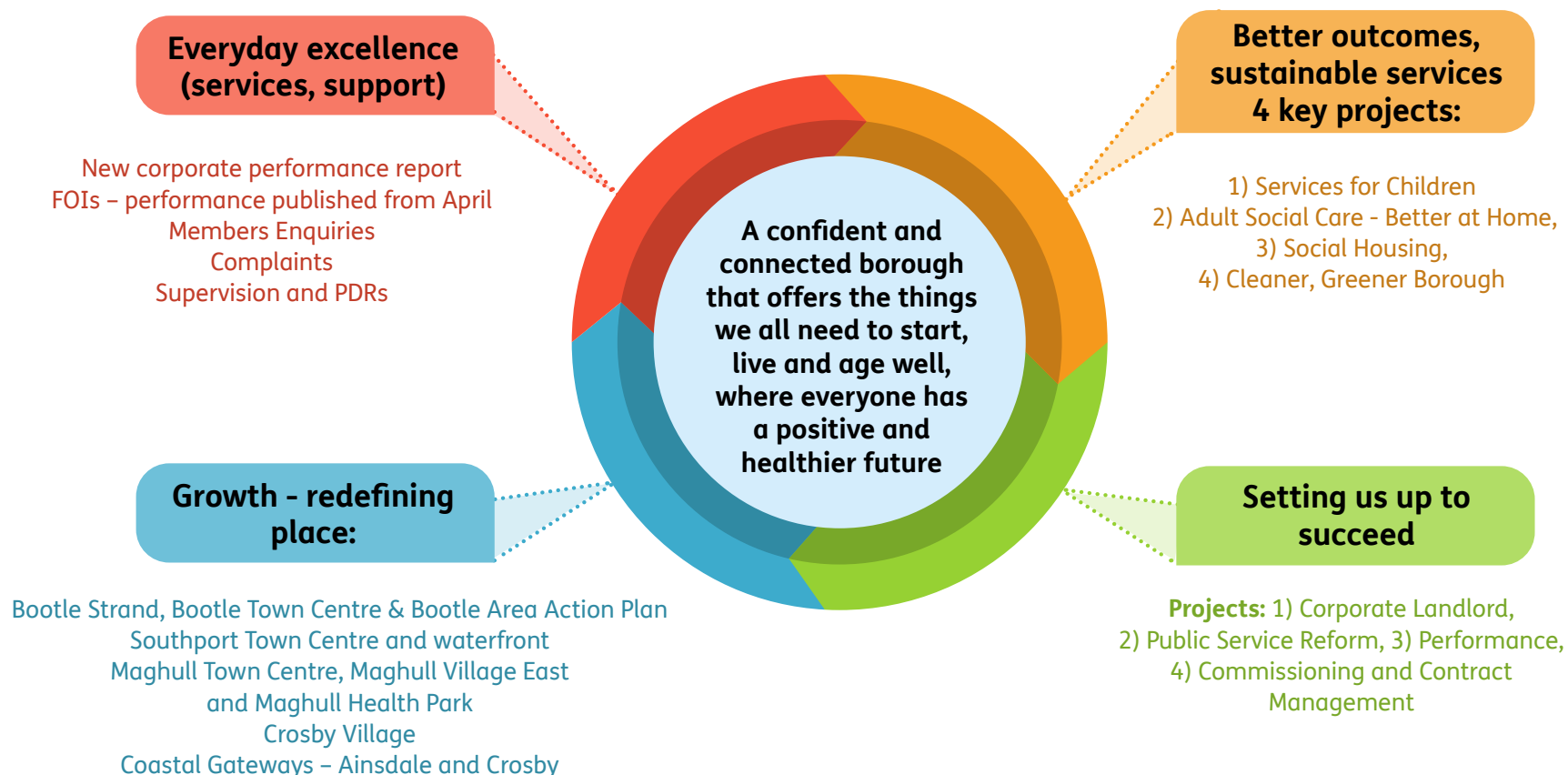
The Council has developed its Transformation Programme, which will support delivery of the Corporate Plan, and will also be the vehicle to deliver financial sustainability. The four pillars of its transformation plan include:

- Everyday Excellence (continuous improvement in service delivery and support)
- Better Outcomes, Sustainable Services (transformational change to Services for Children, Adult Social Care - Better at Home, Social Housing and Cleaner, Greener Borough)
- Setting us up to Succeed (improved infrastructure for the corporate landlord function, public service reform, performance management, commissioning, and contract management)
- Growth (redefining Sefton place through town deal and levelling up allocations)

Three of the four 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 Social housing, temporary accommodation, extra care housing, supported living, SEND provision, Transport Support), and investment for the long-term growth in place through levelling up and Towns deal projects.



The visual below outlines the how the transformation programme is structured, focussing on four distinct but interlinked quadrants, each created and designed to address key aspects of the council’s operations and services.



This comprehensive approach ensures that we delivery everyday excellence, achieve better outcomes, faster growth and will create a robust framework for future sustained success.

By focussing on these areas, we aim to enhance the quality and choices for our communities, and commitment to improve our service delivery.

The following sections will provide a detailed overview of each quadrant, outlining our strategic objectives and the initiatives that will drive our Transformation programme.

PILLAR 1 Everyday Excellence

Although austerity has significantly reduced what the Council can do, we will ensure that what we continue to do, we do well.

We will foster a culture of everyday excellence and continuous improvement across all our services which underpins every part of the Council, including handling of complaints, freedom of information (FOI) requests, members' enquiries, mandatory training and performance development reviews (PDR).

By focusing on these crucial aspects, we aim to enhance the quality and efficiency of services, ensuring they meet the expectations and needs of our communities.

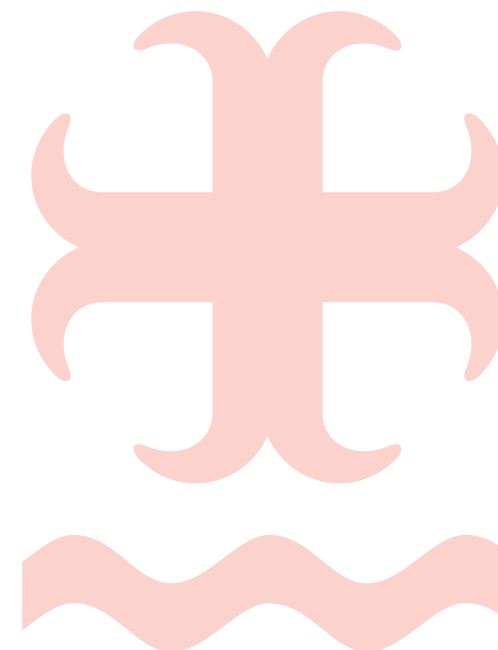
Complaints

Maintaining high standards in handling complaints is critical as it directly reflects the council's responsiveness and accountability to the public. Effective complaint management allows the council to address issues promptly, learn from feedback and improve services.

By setting clear standards and measures demonstrates our commitment to transparency, fairness, and continuous improvement resulting in trust and confidence among residents.

Our aim to respond to complaints within the required timescale is outlined below:

Complaint Stage	Response and Timeliness
Stage 1	90% on time
Escalation from Stage 1 to Stage 2	Minimise the number of complaints progressing from stage 1 to stage 2 - 30% target.
Stage 2	90% on time
Stage 3 (Children's Services Only)	100% on time



Freedom of Information (FOI)

The Council is committed to the proactive dissemination of information, to be open and transparent and will publish information unless restricted by legislation.

Efficient and accurate responses to FOI requests ensure that members of the public have access to essential information, reinforcing the council's dedication to accountability and democratic governance.

Our aim is to respond to 90% of FOI requests on time.

Members Enquiries

Responding effectively to members' enquiries is essential as it enables elected members to perform their duties effectively and efficiently.

High standards in handling these enquiries ensure that council members require accurate and timely information which supports effective decision making and governance. By prioritising these standards, we support the work of elected members thereby enhancing the overall quality of governance and service delivery to the community.

Our aim is to respond to 90% of Members' Enquiries on time.

Mandatory Training (Staff)

To maintain a skilled and knowledgeable workforce, mandatory and role specific training is fundamental. Regular mandatory training is available for all staff, training has been developed and designed to support and equip the workforce with understanding key areas of the business and to ensure we comply with legislation for example: Information & Compliance, Equality and Diversity.

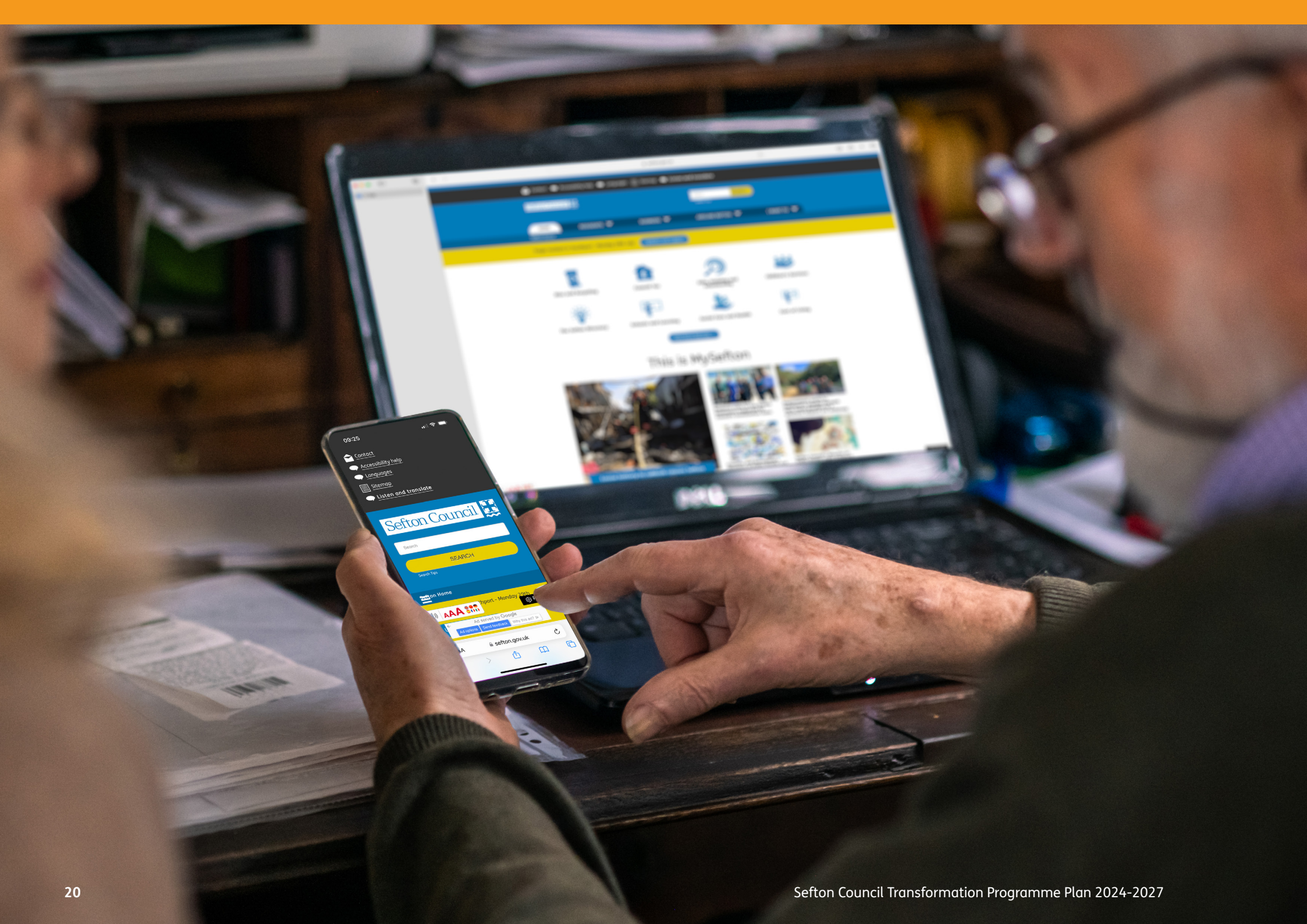
Our aim is for staff to complete 90% of training within the required timeframe.

My Sefton My Space - Performance Development Review (PDR)

Performance Development Reviews are essential for adopting a culture of continuous improvement, professional growth and to support managers with effective succession planning.

My Sefton, My Space PDR process provides staff and their managers with the time and space for a more in-depth and enhanced conversation about the previous 12 months, future aspirations, performance and development requirements for the following year, thereby driving overall excellence and efficiency in service delivery.

Our aim is for Manager's to complete 90% of staff PDRs within the required timeframe.



PILLAR 2 Better Outcomes, Sustainable Services

The 'Better Outcomes, Sustainable Services' part of the plan encompasses four pivotal projects, each designed to achieve tangible improvements in service delivery, whilst ensuring long term sustainability.

Each project has been developed to address key areas of need within our community, leveraging creative approaches and collaborate efforts to enhance overall effectiveness and efficiency.

By focussing on better outcomes, these projects aim to not only meet immediate service requirements but also build a resilient foundation for growth and development.

Through this targeted approach, the council is committed to delivering high quality, sustainable services that positively impact the lives of all residents.



Project 1: Adult Social Care (ASC) – Better at Home

Our vision is to enable people to live as independently as possible for as long as possible. If and when they need it, we want people to have access to good quality care and support that has a positive impact on their lives.

We will do this by reducing the reliance on residential care homes and re-direct more resource into developing high quality services that support people to remain independent for as long as possible.

This is our Better at Home project.



Outcomes - What we want to achieve:

More people supported to live in their own homes for as long as possible

- Ensuring greater access to early intervention and prevention services.
- Less people moving into care homes.
- Comprehensive offer for people who have dementia and their carers.
- People access reablement when they need, to enable them to stay independent in the community.
- Improving information and advice for individuals and carers.
- Improving access to advocacy services.
- Increased use of technology to support independence at home.
- Increased options for when people need support to include extra care housing and supported living.
- Ensuring Adult Social Care can meet their Care Act duties within a sustainable budget.

How we will deliver the Outcomes: Action Focussed

Urgent Care and Hospital to Home

- Discharge to Assess Policy: Enabling people to leave hospital as soon as it is safe to do so, receive appropriate support and assessments to determine their long term care needs.
- Ensuring we have a robust early intervention and prevention strategy. Increasing the number of people who have access to and receive reablement.
- Improving how our residents get access to Adult Social Care support and advice when they need it.
- Utilising digital solutions and access to technology to help people to remain independent for longer.

Commissioning

- Realising the opportunities identified in the Market Position Statement by ensuring ongoing leadership, engagement and support with the social care market.
- Aligning commissioning arrangements with Cheshire and Merseyside Integrated Care Board to ensure a joined up and integrated approach.
- Providing extra care housing and supported living services as part of our early intervention and prevention strategy, enabling more people to live independently in their local communities.
- Establish an integrated Home First Team to support people being discharged from hospital with care and support wrapped around them.

Enabling Workstreams (Workforce approaches, Quality Assurance & Digital Enabled)

- Review of Early Intervention and Prevention services and working with our community partners to improve the process of referrals.
- Communication, Engagement and Co-Production – Focusing on person centered communications. This will include a communications plan focused on the people we support, staff and external partners.
- Working in an integrated way with our partners and developing the workforce of the future.
- Ensuring high standards of social work professional practice and quality assurance.
- Developing digital access to better connect with partners and people needing care and support.

Project 2: Services for Children

This programme has been designed so that children, young people and families are at the heart of change.

It's a fundamental shift towards reimagining services for a future where every child thrives, focusing on improving long-term outcomes in education, health, well-being, and protection for children in Sefton.

We recognise that sustainable change can only be achieved through collaboration with wider partners across Sefton, together, we must provide the necessary support for children, young people, and their families to thrive.

This transformation will leverage data, technology, and new approaches to address challenges and tailor support to individual needs. A key focus is addressing cultural change and development, listening to and supporting staff at all levels to embrace and embed change.

What we want to achieve:

1. People, Workforce, Learning and Practice Model:

Our commitment is to cultivate a skilled and stable workforce within Sefton, equipped with the best management support, training, and a conducive working environment that empowers them to make a transformative difference in the lives of our children and young people.

Our aim is to:

- **Reduce Reliance on Agency Staff:** Significantly lower social worker agency recruitment by increasing the number of permanent frontline social workers who can build lasting relationships with families.
- **Reduce Changes in Social Workers:** Ensure that children experience fewer changes in their social worker, fostering stability and continuity in care.
- **Enhance Management Oversight:** Continuously develop the quality of management oversight and supervision, ensuring our workforce receives the support needed to thrive.
- **Maintain Workforce Stability:** Sustain turnover rates for permanent social workers at a national average of 15.5% or lower by creating an attractive and supportive workplace.
- **Support Emerging Talent:** Recruit and nurture our ASYEs, Apprentices, Front-Line Students, Teaching Assistants, and Early Years Practitioners, ensuring a future-ready workforce.
- Development of workforce strategy and implementation plan to address the following:
 - ◇ Recruitment & retention reducing need for agency
 - ◇ Organisational development to support best practice Culture change to create measurements for learning, professional trust, authenticity and curiosity
- Develop and implement a service wide practice model
- Develop of a communication Strategy – internal and external
- Development of Social Work academy – phase 2

What we want to achieve:

2. Better Experiences for Children and Families

We strive to embed a golden thread approach that consistently captures the voice and influence of our communities across all services. This approach will empower Sefton's children and families to actively shape current and future service provisions.

Our aim is to:

- **Engage Children and Families:** Establish a Participation Forum, Advocacy Offer, and enabling children and families to voice their experiences and shape services that truly meet their needs.
- **Transform Complaints into Learning:** Improve the lived experience of the complaints process by creating a feedback loop that directly incorporates the insights of children and families, leading to continuous service improvement.
- **Create Opportunities for Care-Experienced Youth:** Collaborate with council services to provide opportunities for work, shadowing, or apprenticeships for children in care or care leavers, helping them build skills and confidence.

What we want to achieve:

3. Early Help and Prevention

We aim to provide timely support for families, helping them navigate challenging times and reducing future demand on statutory services.

Our aim is to:

- **Develop a Comprehensive Strategy:** Collaboratively create an Early Years, Early Help, and Early Permanence Strategy that adopts a whole-system approach, ensuring seamless support for families.
- **Enhance Preventative Services:** Expand and scale up the Team Around the Baby and Team Around the School models, directly improving outcomes for children and families.
- **Streamline Legal Processes:** Review current processes to ensure that children are subject to legal orders only when absolutely necessary, prioritising their safety and well-being.
- **Develop an Edge of Care Offer:** Create support mechanisms that prevent families from needing to enter statutory services, allowing them to remain together while receiving the help they need.
- **Expand the 0-25 Offer for Complex Needs:** Continuously refine and enhance our services for children and young people with complex needs, ensuring smooth transitions and comprehensive support.



What we want to achieve:

4. Sufficiency

We provide the best long-term, permanent homes for children in the council's care, recognizing and rewarding the invaluable contributions of our fostering and residential care providers.

Our aim is to:

- **Data-Driven Planning:** Utilising data-driven strategies to inform service planning, ensuring rigorous thresholds, planning, and panel effectiveness lead to optimal decisions for children and families.
- **Innovative Foster Carer Strategies:** Review and enhance our Foster Carer strategy to develop a diverse and creative offer that meets the unique needs of children requiring foster placements.
- **Mobilise Local Resources:** Increase local placements through the mobilisation of Cherry Road, enabling children to maintain vital community connections and reducing the need for out-of-area placements.
- **UASC Pathway Development:** Establish a tailored pathway and support offer for Unaccompanied Asylum-Seeking Children (UASC), enhancing opportunities and outcomes for this vulnerable group.
- **Care Leavers Housing Pathway:** Develop a comprehensive housing pathway for care leavers that provides clear information on available services and support, promoting independence and stability.
- Development of an operating model that makes best use of community-based assets and infrastructure.
- Review of all commissioned services to support effective and competitive commissioning.
- Review Public Health spend and contributions.
- Maximise achievement for all children through the effective implementation of the Council's duties of attainment, exclusion, behaviour and standards.
- For children missing education. Ensure that all children are tracked and are in suitable placements with adequate arrangements.
- Ensure the Virtual School has an effective interface and service collaboration with Children's Social Care to ensure all children are in receipt of quality educational offer.
- Review of capital programmes.
- Ensure that sustainable financial and operational improvements which result in savings are reflected in the three-year MTFP.



What we want to achieve:

5. Infrastructure

We aim to establish the right capacity and resources to facilitate service improvements and successful transformation, resulting in positive experiences for children and families.

Our aim is to:

- **Governance Development:** Implement robust governance structures to support the Transformation Board, including clear terms of reference and inclusive membership.
- **Capacity Building:** Ensure that Transformation and Commissioning teams have the necessary resources to effectively manage inspections and deliver high-quality services.
- **Business Intelligence Systems:** Develop systems and processes that leverage business intelligence to drive improvements in outcomes for children and young people, while also supporting the broader development of a comprehensive data warehouse.

What we want to achieve:

6. Special Educational Needs and Disability (SEND) and Transport Support

Meeting needs and demand locally by optimising resources, identifying and meeting service gaps with children and families at the heart of the redesign and decision-making. Alongside working in collaboration with parents, carers, and young people, as well as schools and transport providers, to define improvements that can be made in the way the Council provides travel support to those children and young people who are eligible.

Our aim is to:

- Ensure robust evidence is in place to support the effective delivery of the delivering Best Value Programme.
- Review and embed SEND Improvement Plan.
- Prepare for an inspection – SEND self-assessment.
- Review budget and demand position against mitigation for Education, Health & Care Plan's and High Needs block.
- A new Transport Operating Model to include:
 - ◇ Clearer and more streamlined arrangements for assessing eligibility.
 - ◇ An enhanced offer for the most cost-effective transport services.
 - ◇ More efficient route planning.
 - ◇ Better and more accessible information and communication for parents, carers, children and young people and schools, the council and transport providers.
- More choice of options for travel support, including more support for independent travel.
- More cost-effective use of assets and resources, reducing the average cost of home to school transport provision per person.
- More coordinated, joined up working across all partners involved in providing SEND related services, reducing time, effort and duplication as well as improving decision making.
- Developing a sustainable service able to continue to provide travel support to those children and young people who are eligible at a time of unprecedented increases in demand and cost of provision.
- Continuing to provide travel support that equitably meets the needs and aspirations of eligible children and young.



Project 3: Social Housing

The project is part of a wider programme of work to develop a portfolio of Social Housing in Sefton.

The project will focus on ensuring that there is a supply of affordable and secure housing in the borough, to both respond to the current crisis, but to also build future housing resilience.

The provision of better and genuinely affordable Social Housing is a key factor in improving quality of life for our residents.

Additionally, the project will supplement the wider delivery by Registered Providers, to fill a gap that would not otherwise be filled, particularly in specialist housing such as Extra Care and Supported Living which is not coming through in sufficient quantities. Restructuring the Extra Care and Supported Living market is a key priority for Adult Social Care to both improve the quality of this provision and reduce revenue costs.

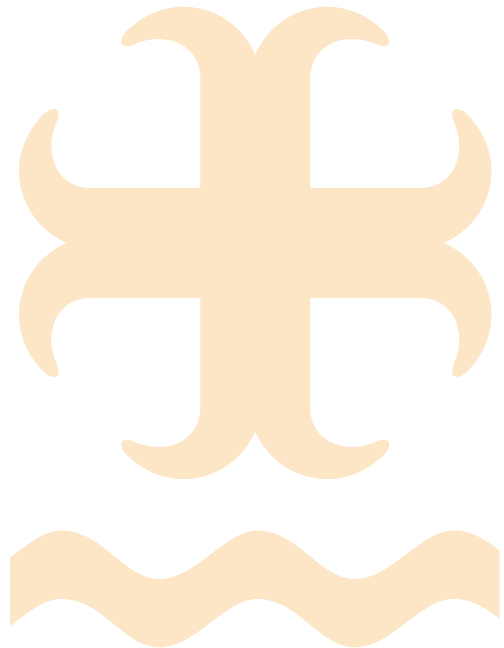


Outcomes - What we want to achieve:

- Increase the amount of genuinely affordable housing available at 'social housing rents and the amount of Extra Care and Supported Living in Sefton.
- Provide a portfolio of directly managed affordable housing in Sefton to enable the council to meet specific housing requirements and demands on services
- Additional Affordable Housing supply ensuring that households live in secure affordable housing.
- Reduce demands on revenue budgets through the direct provision of housing for Extra Care and Supported Living.
- Greater control and flexibility on the use of affordable housing.
- Social Value benefits, including but not limited to construction training places.
- Local regeneration benefits from development of under used sites.
- Greener Homes – Homes developed under this project should achieve a minimum EPC rating of B.

How we will deliver the Outcomes: Action Focussed

- Collaborate with registered providers to increase the supply of truly affordable homes in the borough, ensuring a sustainable pipeline of secure, affordable housing that addresses both the current housing crisis and builds long-term resilience for future demand.
- Assess and advance opportunities for direct social housing provision by the council, recognising the role of genuinely affordable council housing as a cornerstone for improving residents' quality of life and fostering equitable communities.
- Develop and implement a plan to enhance the quality of temporary accommodation while reducing costs to the council, addressing gaps in provision by complementing delivery from Registered Providers. This includes focusing on specialised housing such as Extra Care and Supported Living, which are currently underprovided. Aligning this work with Adult Social Care priorities will help restructure the Extra Care and Supported Living market, improving quality and ensuring adequate supply to meet diverse needs.



Project 4: Cleaner, Greener Borough

The primary focus of this project is to enhance collaboration across services to ensure Sefton becomes a cleaner and greener borough. This will involve contributions from Highways (Maintenance), Land Management, Street Cleansing, and Green Sefton, working together to deliver cohesive and impactful improvements. A review of the services delivered by Operational In-House Services which will consider service standards, transformation, budget realignment (right size) and full cost recovery for traded services is in place.

Whilst all services will be reviewed within the service, **the three main areas for transformation are Waste Management, Street Cleansing and Grounds Maintenance provision (which is within the Land Management Team of Green Sefton and within the Burials & Cremations Team).**

Addressing the correct resource, scheduling, and performance monitoring for each of the three high profile, front facing service areas will build credibility, withstand scrutiny, and ultimately reduce officer time spent addressing complaints currently received.



Outcomes - What we want to achieve:

- Well planned and resourced core services that are delivered on budget.
- Consider seasonal changes to the service annually and plan appropriately.
- Improve the local environmental quality across the Borough.
- Increase credibility of the Council with residents, businesses, and visitors to the Borough.
- Reduce complaints.

How we will deliver the Outcomes: Action Focussed

- Agree service standards for grounds maintenance activities delivered by the Land Management Team within Green Sefton and operationally deliver to meet those standards. Undertake performance monitoring to ensure compliance.
- Acquisition of an asset management database to record all grounds maintenance assets and develop subsequent schedules for operational delivery / performance monitoring.
- Develop proposed standards based on potential realignment of existing resources (with descriptions & imaging):
 - ◇ With current resource.
 - ◇ With a realigned resource.
- Create service standards documentation & publish on sefton.gov.uk

Review Street Cleansing Service provision, define uplifted standards and resource appropriately to achieve improved Local Environment Quality (LEQ) boroughwide.

- Re-assess current resources, routes, equipment, skills and abilities of staff.
- Re-design routes, schedules, commitments.
- Implement training for staff where required.
- Implement newly designed service.
- Work with partners and the community to influence and change behaviour to reduce flytipping in rear entries.

Waste Management – service review / consideration of whole system changes as per Defra simpler recycling principles.

- Appoint Waste Minimisation Officer (budget already designated). This role will develop and promote recycling projects and initiatives e.g. standardised waste containment, comms, behavioural change etc. – working with the Corporate Comms Team / Enforcement Officers. Delivering promotional talks to a variety of audiences – schools, friends of groups, residents, and community groups.
- Appoint additional roles to support with Transformation.
- Review the model/mechanism for annual revenue budget uplift for service delivery of waste collection to meet the volume of house building within the Borough.
- Commission Route Optimisation consultant to review all existing/new routes.
- Working alongside the Liverpool City Region (LCR) Strategic Waste Partnership we will reach political approval and decision making for food waste collection methodology, simpler recycling approach, potential of restricted residual and onward processing during Summer 2024. Following this, the partnership will work to procure vehicles and caddies to deliver operational service delivery for domestic premises, in principle by 1st April 2026.



PILLAR 3: 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.

This section of the programme focusses on four enabling projects: Corporate Landlord, Public Service Reform, Performance, Commissioning and Contract Management . These projects have been developed to modernise operational frameworks, enhance service delivery and to ensure we all well equipped to meet future challenges.

Together these enabling projects will create a strong foundation for the successful implementation of our transformation initiatives driving excellence, growth and sustainability across the whole council.



Project 1: Public Service Reform

The project aims to ensure that council services and those delivered by our partners are joined up, fostering a collaborative approach that benefits our communities and residents. It will prioritise transparency for both residents and council teams, ensuring that information, advice, and guidance are readily accessible at all appropriate council locations.

This aims to ensure that successful outcomes are gained for residents at the earliest possible opportunity and provides help and support at a stage before issues escalate and become detrimental.

Using the principles of Making Every Contact Count, all frontline service practitioners will be equipped to signpost for additional help and support at an earlier stage and will be familiar with the range of services available in localities to help and support residents through the VCF sector and other partners as well as Council provision.

It will enable residents to get faster solutions to problem solving, our partners to build better, trusting relationships and support ward councillors, communities and partners to better collaborate in their neighborhoods.



Outcomes - What we want to achieve:

- Residents can seek advice and support from the whole of the council's footprint.
- Information, advice and guidance are given to try to prevent issues escalating.
- All of the council's services will understand each other and our partners services.
- All of the council's staff within those services are using skills developed through the 21st Century Public Servant framework to help residents attain better outcomes.
- The voluntary, community and faith sector are treated as our equal partners in terms of delivery of service.

How we will deliver the Outcomes: Action Focussed

Key to this project will be the work required to transform the culture of the organisation.

This is not a structural change project; it is an organisational development (OD) project. It is about systems and behaviours and shaping a culture focused on effective collaboration within the council and with partners to meet the needs of residents, communities and places:

- Council/Sefton wide approach – a clear model to enhance cross council working through joint understanding of service and challenges, strong relationships across services and partners and a shared skills set based around the 21st Century Public Servant model.
- Organisational development programme aimed at frontline staff and partners, building on the people collaboration, but also bringing in further teams that look after the physical environment.
- Local action plans that will be underpinned by a clear understanding of local need, co-designed with Voluntary Community and Faith (VCF) sector to ensure clarity of aspiration.

Alongside:

- Data refresh including from Community Insight Tool.
- Develop a clear model to be co-designed with VCF to ensure clarity of aspiration.
- Develop a plan for building knowledge and relationships across teams including governance, data sharing and communications.
- Establish and agree locality priorities based on data and feedback from Ward Councillors and communities.



Project 2: Corporate Landlord

The way the council manages its assets is important. The council needs to ensure that its assets are managed as corporate resources, the right stakeholders are involved, and decisions are made in the context of the council's priorities and corporate plan.

The Corporate Landlord approach requires significant change in culture within the council, along with significant investment of both time and resources to progress through to practical implementation.

The Corporate Landlord model is used more commonly in the private sector particularly by large organisations, however more recently a number of Local Authorities have recognised the benefits and already adopted this way of working.



Outcomes - What we want to achieve:

- Assurance of consistency and professionalism of approach.
- A consistent, corporate and strategic approach in the way that the estate is managed.
- Consolidation and better planning of property resources.
- Services are delivered according to a clear strategy which is understood and endorsed, and which is informed by affordability.
- Enhanced environment and asset base in our communities and for our workforce.
- Improved efficiency and better management of risks, particularly regarding statutory compliance.
- Clear and consistent end to end processes and procedures for property.
- Assurance that the property portfolio is safe and fit for purpose.
- Consistently procured property related services.
- Comprehensive understanding of the performance of the portfolio and its use to inform the strategic decision making in respect of place shaping and masterplanning.

How we will deliver the Outcomes: Action Focussed

Statutory Property Compliance & TF Cloud Database

- TF Cloud Database – Deployment (property & Asset Management).
- Data cleansing, data entry due to back logs and data migration.
- Development of valuation templates to ensure they are fit for purpose – TF Cloud.
- Building related Statutory Requirement Testing.
- Remedial measures identified in process will be actioned by the central team and individual service areas will be charged accordingly.
- Engage with service areas, clearly documenting roles and responsibilities alongside any process and procedures and SLA's.

Maintenance

- Develop a Helpdesk centralised approach including a review how reactive Maintenance is managed (leaking tap, roof leak).
- Develop and communicate Service Level Agreement.
- Procurement of condition surveys to define current condition, future maintenance liabilities and associated costs.
- Engagement with service areas to review priorities dependent on available resources and service requirements. Target resources to areas of greatest need, in line with corporate priorities.

Design and Project Management

- Establish project budgets and programmes.
- Develop procurement strategy. Project management for schemes through to completion.

Property Management

- Review current property related activity across the organisation and agree a strategic approach for management of assets.
- Review all historical agreements (service led).
- Complete gap analysis to ensure all property occupied by third parties have occupational documentation.

Energy Management

- Review 18 main buildings to 2030 (removal of gas emissions and minimising electricity use, through minimising heat losses, improved efficiency of energy and maximising use of green electricity).
- Complete Heat decarbonisation reports for each building (to outline the work required to reach net zero).
- Provide evidence required to bid for external funding for capital works.
- Review and update policies and procedures to include zero carbon requirements and to include requirement to avoid gas installations/ maximise on site generation.
- Review/feasibility study on how we improve insulation specifications, low energy lighting, incorporation of renewable generation onsite.
- Deploy low carbon heating systems as standard.
- Complete risk assessments to identify vulnerabilities and where necessary amend policy/working assumptions (e.g. new roof to withstand x windspeed, may need to be made more robust to account for new higher wind speeds expected).

Centralisation of Budgets

- Complete budget sufficiency exercise and draft business case developed by services areas, supported by property services.

Project 3: Performance

The Council recognises 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.

This project will review our capacity and capability to deliver better quality information and analysis. We will design and develop an organisational approach to improving the use and governance of data, associated resources and put in place the foundation to strengthen performance management and performance culture across the Council.

Outcomes - What we want to achieve:

- An agreed 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.
- An agreed Data Management Strategy.
- An agreed Performance Management Framework.
- A new Performance reporting indicators set (KPIs).
- A single operating model for performance and data analysts across the Council.
- Strengthen performance management culture across the Council.
- Improved career pathways and professional development in related roles across the Council.



How we will deliver the Outcomes: Action Focussed Data Strategy, Governance & Resources

- Map data governance arrangements.
- Consult to design vision/model analytics capability, to provide consistency, resilience, and quality assured insight.
- Agree Model and Resources.

Performance Management Framework

- Consult on draft with Performance Management Framework with SLB and Cabinet.
- Review and refresh our approach to performance management, moving away from a focus on reporting numerical information.
- Approve and communicate Performance Management Framework, building a data asset of increasing value to the Council and our key partners.
- Embed a culture where corporate data and insight activity is always requirement led and future investment is aligned to Council priorities.



Project 4: Commissioning and Contract Management

The purpose of the Commissioning Board is to provide oversight and assurance in the way services are procured and contracted managed across the council. The intention is to support and strengthen the oversight and challenge of procurement, commercial expertise, social value and contract management for engagement with goods and services providers across the Council within the private and voluntary sector. Council leaders will review, challenge and support improvement to the following:

- Strategic commissioning (Needs analysis, demand forecasting, service specification monitoring and evaluation).
- Effective, efficient and compliant procurement.
- Commercially and Legally robust contracting.
- Commercially and robust contract management.

The focus on commissioning and procurement procedures aligned to an online contract management system will provide assurance our services will be compliant and better managed to deliver value for money in line with the new Procurement Act 2023 which will be fully implemented on 24 February 2025.

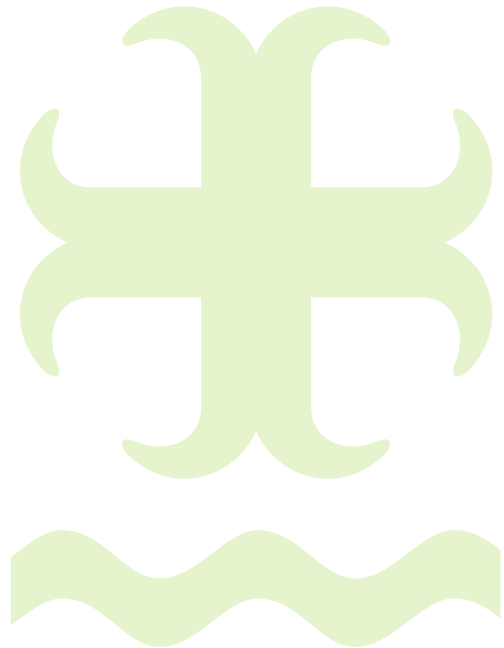
Outcomes - What we want to achieve:

- To develop an online contract management system which drives compliance, transparency and value for money while improving collaboration within the Service Teams, the Support Teams and our suppliers.
- The clarification of roles and responsibilities in Service Teams and Support Services to improve functionality and contract delivery.
- To ensure the contract management system is fit for purpose it will enable us to provide best practice and compliance to the Public Contract Regulations and our own Contract Procedure Rules.
- By embedding a more commercial approach with full transparency we can provide evidence and assurance of compliance and value for money.

How we will deliver the Outcomes: Action Focussed

Contract Management Systems:

- Draw up a specification of our requirements for an online contract management system and a small project team to facilitate the requirement.
- Review the market for suitable systems which will have connectivity with our existing software.
- Consider what systems and processes other Local Authorities are using to establish if there is a fast track opportunity for implementation.
- Consider all options available which are operationally feasible including costs; time to fully implement; training requirements; and make appropriate recommendations.
- The launch of the new Procurement Act 2023 on 24 February 2025 should be a key influencer for the time line of this project.



PILLAR 4: Growth, Redefining Place

Inclusive economic growth forms fundamental component of Sefton Council's Growth and Strategic Investment (GSI) Programme and 2030 Vision.

The Council's inclusive growth programme is already shaping the future of the borough and working with businesses to deliver quality employment opportunities for Sefton residents.

In addition, there is a clear and exciting opportunity to do more particularly on housing, but also to shape local places and ensure decisions about our assets make a positive difference for local people and places, not just for council service delivery. This will make it easier to align the management and maximisation of the council's own asset base with a clearer focus on growth (economic and housing) and employment for Sefton residents.

The GSI programme includes a number of key priority physical regeneration and place making programme and projects. Working collaboratively, the GSI programme seeks to deliver directly and in partnership with key delivery partners, to facilitate change within Sefton.

Growth is the key to many of the ambitions in Sefton's Vision 2030 and the foundation for long-term, self-sustaining, economic prosperity. Covering a range of economic, environmental and social projects and programmes delivered across a number of Council departments (Economic Growth and Housing, Strategic Transport, Property and Building Services and Communities (Libraries and Leisure) the GSI programme forms a fundamental driver to what, why and how we help to deliver real, lasting and transformational change in Sefton.

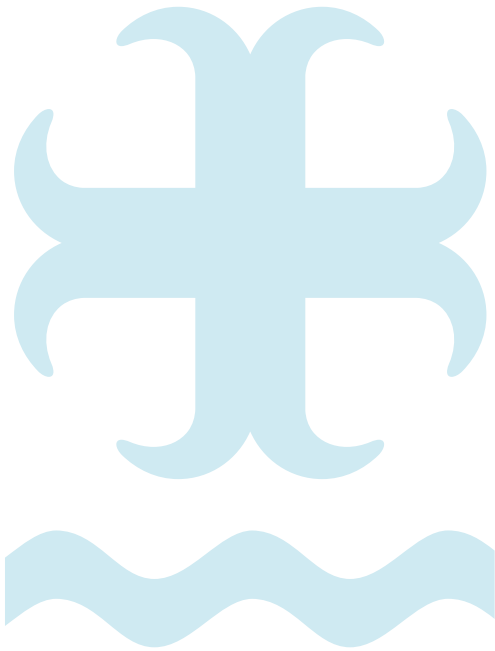
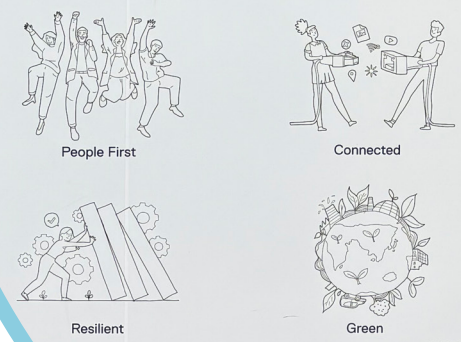
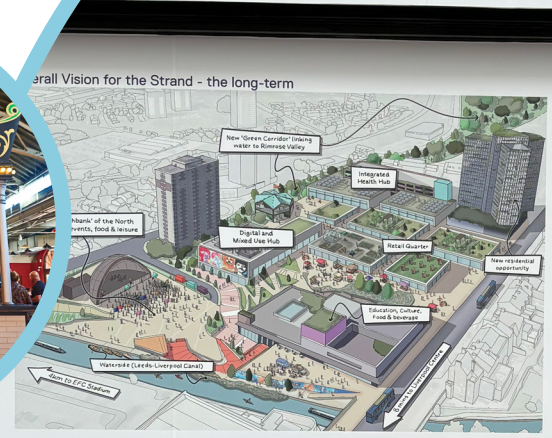
Outcomes - What we want to achieve:

- Support delivery of inclusive economic growth that impacts positively on the local community.
- Work with local stakeholders to assist delivery.
- Improve Bootle and Southport town centre economies.
- Ensure social value (economic, environmental and social) is delivered through project commissioning.
- Improve the local environmental quality across the Borough.
- Deliver Sefton's regeneration ambitions for key priority areas including Bootle, Southport, Maghull and Crosby.

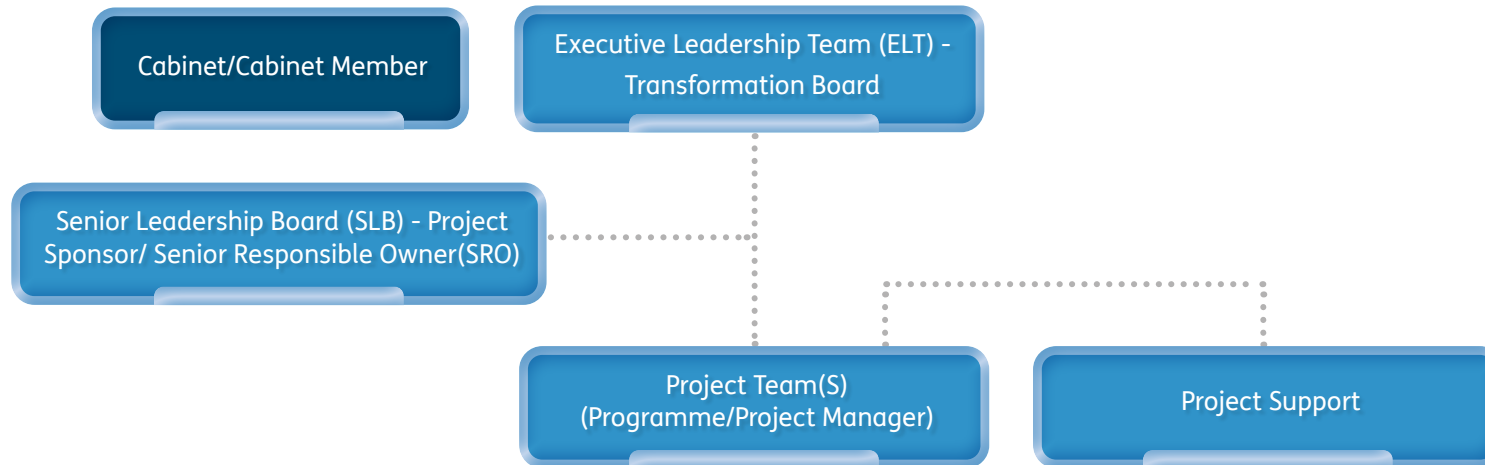


How we will deliver the Outcomes: Action Focused

- Secure capital and revenue funding to aid delivery.
- Maximise the draw down of external funding and ensure this is managed and reported in accordance with Council policy, procedure and external Funder requirements.
- Project Management - utilise GSI Programme Manual to ensure projects are delivered to time, quality and cost requirements and to Council policy and procedure.
- Risk Management framework and reporting.
- Capital and revenue budget monitoring.
- Sefton Economic Strategy Action Plan reporting.



Governance



The Council’s Executive Leadership Team (ELT) will be responsible for the Transformation Programme, operating as the Programme Board, and assuming responsibility for supporting the Senior Responsible Owner (SRO) in making decisions and providing both challenge and approval on issues affecting the progress of the programme (and associated projects).

Members of Senior Leadership Board (SLB) will collaborate on the project and will contribute to baselining activity, providing information, and supporting communications.

The Sponsor/Senior Responsible Owner (SRO) will provide direction for this project by taking ownership of the business case and objectives, chairing the project board, making decisions about the future of the project, while considering changes to the overall partnership, social, environmental, or technological context, and any risks. The Senior Responsible Owner (SRO) will have responsibility to direct the project on behalf of the Executive Leadership Team (ELT), presenting regular progress reports, including the budget position, any escalated issues, and risks, and taking resolution actions, if required, at any time outside of the Board.

The Senior Responsible Owner (SRO) will also ensure synergy, and effective and efficient linkages with the overall objectives of the Council’s wider Transformation Programme, ensuring that the program’s overall objectives are achieved through the complementarity of the various projects.

The Project Delivery Lead (Project Manager) has the authority to run the project on a day-to-day basis, but within the constraints approved by the Senior Responsible Owner (SRO) and the Programme Board (the Council's Executive Leadership Team - ELT). The Project Delivery Lead (Project Manager) will:

- Work with the SRO to confirm project scope, deliverables, time, and costs, which will be clearly identified in the project initiation document (PID)
- Estimate duration of future work and produce/maintain a project plan.
- Establish and lead relevant project workstreams.
- Deliver the project and its financial objectives within the agreed timeline, cost constraints and following tolerances:
 - ◇ Savings -2% and +2%
 - ◇ Cost to deliver +5 % and -5%
 - ◇ Delivery date + 2 weeks and - 4 weeks
 - ◇ Quality - no tolerance to product descriptions, all variations reported.
 - ◇ Scope - no tolerance to scope approved, all variance reported.
- Escalate any unresolved risks/issues or variance to tolerance to the Senior Responsible Owner (SRO)
- Recommend a sequencing of future agreed activity.
- Ensure and report progress regularly.
- Ensure the objectives of the project continue to be aligned with the Council's Vision, Core Purpose, Corporate Plan, and the Transformation Programme
- Consult with SLB and relevant corporate working groups to ensure shared understanding of work and manage contributions where necessary.
- Work collaboratively with other identified Project Delivery Leads (Project Managers) to avoid duplication and avoid resource demand conflicts.

Officers from the Strategic Support Team will provide support for the Council's Transformation Programme.

Staff Engagement and Communication

People will need to be at the heart of the process of delivering change and transformation across the Council. Changing the culture of the organisation and pace of change will be imperative to ensure the delivery of an ambitious programme that will improve services, as well as making better use of resources.

We want to empower our workforce to be innovative and creative and to bring new ideas to improve services. It is not just 'what' we achieve, it is also about 'how' we do it. We want to foster a one Council culture that embodies positivity, personal responsibility, openness, and transparency.

People will need to be empowered to be advocates of change and ensure we adopt and embed our core values and behaviours. These behaviours can create a shared culture that celebrates a fresh and unique approach to public service, and how we expect our workforce to behave.

By demonstrating more outcomes and people focussed values and behaviours, we can help provide the best possible service to our communities and create a great place to work.

Staff will be able to read up on and find out the latest information about the Transformation Programme via various communication channels, including:

- Staff Intranet
- Viva Engage (Previously called Yammer)
- Suggestions and ideas via Staff Listening Sessions
- Managers Brief and Staff brief
- Participation in projects and reviews
- Team Meetings

Separate communications plans will be available for each of the projects.



