OVERVIEW AND SCRUTINY COMMISSION

At a meeting of this Committee held on
29 June 2020

(Present) Councillor Clark (Chairman)
Councillors Gomez-Aspron, Greaves, Haw, Jones, D Long,
T Long, Maloney, McDonnell, O'Keefe, Osundeko, C Preston,
L Preston, Sweeney and Wiseman

Mr D Thorpe – Church of England

(Not Present) Mr C Williams – Roman Catholic Church

35 APPOINTMENT OF CHAIRMAN

* Resolved that Councillor Clarke be appointed as the Chairman of the Overview and Scrutiny Commission.

Councillor Clark here took the Chair.

36 APOLOGIES FOR ABSENCE

It was reported that there were no apologies for absence.

37 MINUTES

* Resolved that the minutes of the meeting held on 10 February 2020, be approved and signed.

38 DECLARATIONS OF INTEREST FROM MEMBERS

No Declarations of Interest from Members were made.

39 RECOVERY AND RESET

The Assistant Chief Executive, Rob Huntington gave a presentation to the Commission on Recovery and Reset.

The Presentation, entitled ‘COVID 19 – The Council’s response and our ‘Reset’ blueprint’, detailed the following:

- Summary;
- Our Strength / Our Challenges;
- CV19 in St Helens;
- Our Response;
- Support of Residents & Community #sthelenstogether;
- Doing Things Differently;
- Summary of Action Taken to support our Communities;
- Doing Things Differently;
  o Community;
  o Schools & Education;
  o Council Workforce;
OVERVIEW AND SCRUTINY COMMISSION

- A Selection;
  - Supporting the Local Economy Recovery;
  - St Helens Economy – An Overview;
  - Economic Impact;
  - Local Economy and Business Support;
  - Test, Trace, Isolate & Contain (TTIC);
  - TTIC Governance;
  - Reset and Recovery Challenges & Opportunities;
  - St Helens Reset, Recovery and Remobilisation Architecture;
  - Reset and Recovery Principals;
  - Reset and Recovery Planning;
  - Timelines and Phasing;
  - End – Let Go – Restart – Amplify?
  - Transformation vs Responsibility; and
  - Governance & Planning.

Concerns were raised in relation to the impact of the pandemic on Adult Heath and Social Care, particularly in relation to deaths in care homes. There were comments that Central Government risk assessment for care homes had been inadequate, and it was proposed that the issue be brought to Scrutiny to determine what went wrong and what can be done to improve resilience in care homes going forward.

The Commission was advised that a lot of work had been undertaken with local care homes during the pandemic which had been led by the Director of Adults Services alongside the ongoing work in understanding the impact of the virus on Adult Social Care Sector.

It was noted that the Covid-19 crisis in care homes was a national issue and not just a St Helens specific one and that this would be under national scrutiny. Assurance was given that there was an ongoing focus on Adult Social Care, especially for sustainably and provision in the market and that the pandemic impact would be investigated and addressed going forward.

Questions were raised in relation to the Council estates and agile working, and queries were raised in relation to details on the development of local and regional economic recovery plans.

The Assistant Chief Executive advised that before the Government directive to work from home in March 2020, the Council had staff working from over 50 buildings across the borough and that an accommodation strategy was now being developed with the view that work should be viewed as ‘something that people do not somewhere they go’.

The Commission was advised that the momentum gained from the Government directive to work from home now had proved that there was the capability to be an agile workforce and that this would now be used as an opportunity to develop this going forward.

Assurance was given that discussions were ongoing with employees through the Staff Wellbeing Group and the relevant Trade Unions, and that changes to Policies and Terms and Conditions were being reviewed.

In relation to local and regional economic recovery plans, the Liverpool City Region (LCR) had been one of the first authorities to develop an economic recovery plan and the
Commission was advised that St Helens would be aligning itself with that plan for any potential support that could be offered by the LCR. It was acknowledged that there were other neighbouring boroughs outside the City Region scope and that there was a need to have a local economic recovery plan. Assurance was given that analysis of the economic sectors within the borough was being undertaken. A brief overview of the economic sectors was given, and it was agreed this evidence base could be provided to the Commission if required.

It was proposed that consideration be given to undertaking an Emergency Budget Scrutiny to review and understand the impact the additional £25m Council budget pressure, as a result of the local Covid-19 response, would have on service delivery and recovery going forward alongside the already scheduled £5m Central Government budget cuts to the Council.

Questions were raised in relation to the Local Plan including:
- timescales for submission to Cabinet;
- if the impact of Covid-19 would now be factored into it;
- if it would be subject to further public consultation; and
- if ‘Build Back Better’ would now be incorporated into the Plan.

The Commission was advised that the economic recovery plan would include a review of Pre-Covid-19 plans however, there were currently no specifics to advise on the Commission on in relation to the Local Plan.

The Commission sought assurance in relation to support for an increase in digital engagement for local residents and on the local handling of any future micro outbreaks.

The Assistant Chief Executive advised that the Council would continue to increase the digital service offer to residents alongside the development of digital skills and any required infrastructure. The Commission was advised that managing any micro outbreaks was the remit the Health Protection Board, with assurance that the governance framework and planning was in place to manage this if it became necessary, including the development and publication of an Outbreak Management Plan.

Further assurance was sought and received that Looked After Children (LAC) and care leavers were part of the recovery plan and would continue to receive the support they required.

Resolved that:

(1) the presentation ‘COVID 19 – The Council’s response and our ‘Reset’ be noted;

(2) the Assistant Chief Executive be thanked for his attendance; and

(3) the Presentation ‘COVID 19 – The Council’s response and our ‘Reset’ be circulated to the Commission.

The Scrutiny Manager presented the report Future Overview and Scrutiny Structure Discussion Paper.
OVERVIEW AND SCRUTINY COMMISSION

The report advised that the Council Budget 2020/21 contained a decision to reduce the number of Scrutiny Panels from five to three with the Commission and remaining Panels covering the three directorates (Corporate, People and Place). The report provided suggestions to inform the Commission on how the new structure could be implemented to enable Councillors to discuss options.

The Commission was advised that although the decision to have four Committees in the Council’s Scrutiny Function had been taken, there were still details within the structure of the function to be decided upon and that a final decision regarding the configuration of the four remaining committees, the size and memberships of the committees and the frequency and dates for committee meetings would be decided by Council.

The report gave background information on the scrutiny structure and legislation to date, example structures from other Local Authorities, possible options for the future structure and detailed other changes to the Scrutiny Function, such as reporting to Cabinet and Responses from Cabinet, work programming, frequency of meetings and production of Annual Report and communications.

The Scrutiny Manager advised that there were many options that Councillors could consider. However, there appeared to be prevailing configurations among those local authorities with four committees. These had been set out as Options One and Two within this report, as follows:

- **Option 1** – reduce the number of Panels through the merging of two of the existing panels into some of the others.

  The proposal presented was to merge the remit of the Audit and Financial Monitoring Panel into the Overview and Scrutiny Commission and to merge the remits of the Safer Communities Panel and the Environment, Regeneration, Housing, Culture and Leisure Panel to create a Place Scrutiny Committee.

- **Option 2** – focus the structure of the Scrutiny Committees on the Council’s priorities within the Council Plan.

The Commission raised questions, which were answered in the meeting in relation to the role and remit of the Blackburn with Darwin’s Call-in Committee. The Scrutiny Manager advised that it was likely this Panel met on an ad hoc basis if/when a decision was ‘Called In’. It was noted that the last ‘Call In’ by the St Helens Scrutiny function had been in 2008 and that if a ‘Call-In’ occurred it would be the leading Panel that would be likely to review that decision.

Further questions were raised in relation to the financial impact and savings from restructure and the date that the report would be submitted to Council for decision. It was advised that any savings were corporate savings against deficits and that there was no redirection of savings. The Scrutiny Manager advised that the report was scheduled to be taken to the Council meeting scheduled for 22 July 2020.

Concerns were raised in regard the workload that would be generated through the merging of the Environment, Regeneration, Housing, Culture and Leisure Panel and Safer Communities Panel and with regards to the potential increase in the frequency of meetings. It was commented that the restructure of the Panels needed to ensure it did not diminish the responsibility to Children and Young People.
OVERVIEW AND SCRUTINY COMMISSION

It was commented that there were merits in Option One for the structure and Option Two in regard to the method, structure and focus of the workplan to align with the Council’s priorities.

The Scrutiny Manager noted the concerns and comments as raised through the Commission’s discussion and advised they would be used to inform the report to Council.

* Resolved that the report be noted.

-0Oo-
St Helens Borough Council

COVID 19 - The council’s response and our ‘Reset’ blueprint

Rob Huntington
ASSISTANT CHIEF EXECUTIVE
Summary

- The Covid-19 pandemic has been the most challenging emergency the Borough and the council has responded to in recent times. The nature of the pandemic saw the council react at speed to implement Government policy and national unprecedented guidance to limit the spread of the virus, protect the health of all our residents and ensure the most vulnerable in our communities are safe and cared for.

- This has required a remarkable effort by our staff, partners and residents many of whom have worked tirelessly and acted with compassion and love to protect, support and care for others. Yet the financial, social and wider economic impact of the pandemic is the great test we now face and the scale of it cannot be underestimated.

- How might our Reset Priorities be a focus for Scrutiny work programmes and Panels?
Our Strengths

- **A Growing Economy**
  - over 75% of working age adults are in work, almost 5,000 more than five years ago

- **A Growing Population**
  - more than 180,000 people living in the Borough, with growing internal migration

- **Well Connected**
  - St Helens lies at the heart of the North West with strong and growing strategic road and rail access

- **More Homes**
  - over 2,800 new homes built over the past 5 years

- **A Safe Place to Live**
  - crime rates are generally lower than those of our statistical neighbours

- **A Green Borough**
  - well over half of our Borough is rural with many quality parks and open spaces

- **Integrated Health & Care**
  - a nationally recognised approach to delivering integrated health & care

Our Challenges

- **An Ageing Population**
  - our population is ageing faster than many other areas, creating high demand for health and care services

- **Deprivation**
  - there are relatively high levels of deprivation and inequality to be found in areas of the borough

- **Poor Health**
  - average levels of life expectancy are lower than they are regionally and nationally, and vary significantly within the borough

- **Worklessness**
  - there are still lower numbers of people in work, higher numbers of people out of work benefits and less economic activity than the national average

- **Low Attainment & Skill Levels**
  - although having shown improvement, school attainment and adult skill levels lag behind the national averages, particularly higher level skills for specialist sectors

- **High Demand for Children’s Services**
  - there are high numbers of children in the care system and children and families requiring social care support; services need to improve
CV19 in St Helens

• Total deaths mentioning Covid-19 in St Helens – 193

• Total Covid-19 deaths where place of death was recorded as Care Home – 80
  
  (NB – Total deaths of care home residents is likely to be higher due to residents who died in hospital)

• Source – PHE from ONS data up to 12 June

• Total positive diagnoses of SARS-COV 2 in St Helens – 1115
  
  (Pillar 1 and 2 testing up to 26/06/20. This includes diagnoses from NHS, university and private labs. Source – NHS Digital)
Our Response

- **February 2020** is our baseline of Business as Usual
- We identified a set of principles to guide St Helens’ COVID-19 response:
  - St Helens will identify those made most vulnerable by the current situation & actively support them
  - St Helens services will guide people to the support they need
  - St Helens services will ensure all residents receive the essentials they need
  - St Helens will support the organisations, groups and businesses within our communities and maximise their impact
  - St Helens will prepare for the long-term now, beginning to think and plan for reset and the organisation we must become
- We worked to deliver immediate support where possible whilst the offer from central government became clearer, and continuity planning for our essential services.
Support for Residents & Community

#StHelensTogether
SUPPORTING EACH OTHER AND OUR COMMUNITIES

Donate at spacehive.com/st-helens-together

Torus Foundation
St. Helens Council
Doing things differently

Council Services
Summary of action taken to support our communities in response to COVID-19

16,665 requests to #StHelensTogether helpline
760 registered #StHelensTogether volunteers
500,000 items of PPE supplied across all care providers
£24.6m of grants have been paid to businesses up to 22 May
892 food parcels delivered to vulnerable residents

35,475 calls to the Contact Centre
801,000 brown bins collected since lockdown
25,000 views of exercise videos uploaded to Go Active social media channels
2,000 online library membership increase since lockdown
• Creation of the Community Hub - delivered over 1,000 food parcels (1,275 between 30/3/2020 and 28/6/2020).
• The numbers of food deliveries are now gradually decreasing,
• Onboarded to a DEFRA programme, whereby Contact Centre staff can directly book weekly online supermarket delivery slots at Tesco and Iceland for residents (1,000 slots available)
• Future exit strategy being considered
• Lack of clarity re government funding
Snapshot - 4,705 children and young people attended a school in St Helens on Wednesday, 24th June 2020 - equivalent to just under 18% of the total St Helens school age population (26,732 Pupils in St Helens)

- Total Pupils attending school: 4,705 (17.6%)
- Primary pupils: 3,820 (24.6%)
- Secondary pupils: 643 (6.0%)
- Special/PRU: 124 (27.3%)
- Total students of keyworkers attending school: 2,220
- Total pupils with an EHC Plan attending school: 215
- Total pupils with a social worker attending school: 342
Doing things differently - Council workforce

- PM announcement of 23 March – all staff except those in essential services were asked to work from home and not go into their workplaces until further notice.
- Changing to an organisation that predominantly works remotely is working well and will continue.
- The highest number of CV19 related absences was 446 (20\(^{th}\) April) against a total workforce of 6045 employees (including schools).
- Staff who are unable to do their usual role (Libraries / Leisure centres etc) were redeployment on a temporary basis to other key services.
- Wellbeing of staff – virtual working - ongoing support, supervision and effective performance management for a more agile workforce.
• Our agile working philosophy “work is something we do, not somewhere we go, it’s an activity, not a place”.

• It is proposed that all employees, that were previously office based, become agile workers by default.

• The criteria that determines which employees are not in this category are:
  • the specific role requires a fixed office base/nature of the role
  • there is a statutory duty for full-time face to face resident contact
  • the employees home circumstances are such that they are unable to work from home

• From initial estimates around 90% of staff would be agile workers.

• This will influence our future accommodation strategy
Doing things differently – a selection

- delivering services in line with business continuity plans
- innovative ways of doing things differently

  - **Social Workers** - continuing to respond to child protection concerns and continue to visit children and families, including writing letters to children to help build and maintain relationships and embracing the use of technology – facetime, zoom etc.

  - **Care Leavers Team** - creative in how they continue to engage our care leavers, many of whom are socially isolated e.g. live streaming of key life skills sessions via Instagram - DIY, cooking & keep fit sessions.

  - **Music and Cultural Education Partnership** - continued to deliver music and cultural education on line providing schools with curriculum resources, lesson plans and online one to one tuition; played concerts in the grounds of Care Homes; established Song For St Helens which features performances from local young people and songs with a wellbeing theme and included a online performance viewed by 7,000 people.
Doing things differently – a selection

• Youth Services - continued to support young people including
  - distribution of weekly “COVID Survival Kits”,
  - Detached Youth Work in 5 areas across the borough
  - Launch of a virtual youth provision.

• Sports Development – moved to online only – huge increases in digital presence.

• Library Service - digital presence has been enhanced during COVID-19. As well as e-books etc, there is now digital development work on offer each week such as Read and Rhyme times, activities for teens and social media quizzes.

• Due to restrictions in number of attendees to ten per funeral service, we have facilities to stream a restricted and private live broadcast via the council website to invited family and friends only – this has now become an in-demand service.
Supporting the Local Economy Recovery
The St Helens Economy – an overview

• St Helens faces significant economic challenges. Against headline economic indicators, St Helen’s sits in the bottom half of all Local Authorities. It faces significant prosperity and productivity gaps which are greater than those recorded for the City Region overall.

• St Helens produces 25% less output per hour worked than the national average. Productivity, across all broad sectors is lower in St Helens than nationally. In addition its industrial structure is weighted towards lower productivity sectors.

In St Helens the prosperity gap with the national average is even larger. Per capita, 46% less output is produced compared to national levels. This reflects both lower employment and economic activity rates and gaps could widen if the crisis leads to increased unemployment and higher inactivity.

• Whilst these gaps have persisted for many years, the effects of the last recession have been felt disproportionately in St Helens, which by the end of 2018 had not recovered GVA to its pre-recession peak.

• Economically, St Helens does not face the shock to economy caused by Covid from a position of strength.
Economic Impact

- projected to have the second largest economic slowdown out of all Liverpool City Region local authorities, **with an anticipated 39% decline in output.**

- a **high concentration of sectors that are projected to decline** - Education, retail, construction and manufacturing = sharp reductions in output in the short term.

- health and social care - the only sector projected to grow in the short term.

- St. Helens has the lowest concentration of health and social care output out of the 6 Liverpool City Region (LCR) local authorities
Local Economy and Business Support

- To date, we have made payments of over £25m which represent 93.2% of eligible business grant claims.
- Small Business Grant Fund
- Retail, Hospitality and Leisure
- Discretionary Top-Up Grant Programme - Aim to help those that haven’t received help before
  - St Helens allocation £1.5m
  - Demand will outstrip supply
  - Less than £51k rateable value
  - Pressure from Independent Pubs and Restaurants with rateable value over £51k
Local Economy and Business Support

• Supporting local businesses to diversify
• Local activity in opening up the High Street
• Distributing business grants
• Reopening specific areas such as waste and recycling
• Alignment with the City Region Economic Recovery Plan workstreams to develop more medium to long term local recovery.

<table>
<thead>
<tr>
<th>Evidence base</th>
<th>Impact analysis</th>
<th>Prioritisation of interventions</th>
<th>Formal approvals</th>
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<tbody>
<tr>
<td>1: Business Ecosystem</td>
<td>2: People Focused Recovery</td>
<td>3: Place &amp; Economic Infrastructure for Recovery</td>
<td>4: Opportunities to Improve</td>
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<tr>
<td>Foster a strong, high value and innovative business ecosystem which is conducive to recovery and growth.</td>
<td>Ensure the health and wellbeing of LCR residents. Whilst minimising labour market impact.</td>
<td>Secure investment in the economic infrastructure needed for recovery and growth.</td>
<td>Capitalise on the opportunities to do things differently and better in recovery and growth.</td>
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<td>Develop holistic offer of business support targeted at right sector and types of business to stimulate recovery/growth.</td>
<td>Expanded and scaled Ways to Work service and redundancy response – ensuring a prioritised focus on our skills response to support recovery.</td>
<td>Identification and prioritisation of pipeline projects to provide targeted recovery focussed interventions.</td>
<td>Capitalise on existing local powers and identification of tactical initiatives to improve ways of working.</td>
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<td>Clear ‘asks’ to government for further devolution and collaboration.</td>
<td>St Helens Economic Recovery Plan part of the Borough wide recovery Plan</td>
<td>Stick to the long term plan and prioritise interventions</td>
<td>Develop partnership working to maximise the St Helens together approach</td>
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Get Ready to Respond
Ensure the St Helens has an agreed set of priorities and fully worked up business cases so that we can respond swiftly to funding opportunities as they arise.

Shape Existing Delivery
Work with partners across the Borough and the City Region to ensure delivery is aligned towards recovery.
Test, Trace, Isolate & Contain
Test, Trace, Isolate, Contain

• Local Outbreak Management Plan and governance structures in place
• First Health Protection Board held
• Working on temp recruitment of EHOs to build on local capacity
• Working with businesses to retain the 2-meter distancing to prevent outbreak management and local lockdown, even if able to reduce to 1 meter in line with revised guidance
• Producing guidance around localised lockdowns – a focus on prevention
• Specialist plans for Care Homes and Schools
• Ongoing issue re: powers
Reset and Recovery
Challenges & Opportunities
St Helens Reset, Recovery and Remobilisation Architecture

MERSEYSIDE RESILIENCE FORUM
- Statutory response forum under Civil Contingencies Act

MRF STRATEGIC RECOVERY CO-ORDINATING GROUP
- Recovery Strategy & Planning

THEMATIC RECOVERY CELLS
- Community
- Health & Social Care
- Education
- Business & Economy
- Environment & Infrastructure

POLICY LEADS GROUP
- Leading opportunities to improve/reset

ST HELENS COVID-19 STRATEGIC GROUP
- Chief and Senior Officer Group

ST HELENS RESET & RECOVERY CO-ORDINATION GROUP
- Reset/Recovery Strategy & Planning Coordination & Leadership
  - Assess
  - Establish a New Normal
  - Review & Learn

ST HELENS TTT GROUP
- Leading Local Testing, Tracking & Tracing

DIRECTORATE RECOVERY PLANNING
- Reset & Remobilisation
  - Identifying opportunities
  - PEOPLE
  - PLACE
  - ORGANISATION
Reset and Recovery Principles

• Economic impact, support and recovery - stabilisation, stimulation, development of a more resilient, inclusive and green economy

• Support for vulnerable residents - addressing family poverty and worklessness

• Health and Social Care - transformation and further integration to a ‘new normal’; working with key partners and building on the successful integration (St Helens Cares)

• Relationships/Connections - with Liverpool City Region, other local authorities, national agencies and our communities

• The Council’s financial resilience - both revenue and capital

• The Council’s transformation - sustaining new ways of working developed during COVID-19; what this means for service delivery and future organisation

• Evidence base and analysis - closely monitoring impacts and the effectiveness of responses, and informing decision making on the above areas.
Reset & Recovery Planning

• We continue to progress Reset and Recovery Plans for our people (residents), our place (the borough) and our organisation.

• Directorates have completed impact assessments that will include recommendations on embedding new practices and system change, exploring and sharing good practice, and identifying where there have been significant impacts on service delivery due to Covid-19.

• We will take this unique opportunity to refresh our priorities, be clear about our longer-term ambitions and move into a phase of transformation where we can create a fairer and more secure future for all our residents.

• In addition, we continue to focus on ‘business as usual’, so far as possible and on actions and activity to move the organisation and the borough forward towards achieving our evolving ambitions for change.
Timelines and Phasing

• There will be several distinct phases to activity including work over the next few weeks and months as lockdown eases, the opening of the borough, including schools, the town centre, businesses, managing and influencing the behaviour of the public, ensuring effective Test & Trace capabilities, together with the medium- and longer-term reset required. Reset and Recovery will therefore be delivered in three phases.

• **Phase 1** – During and Release of lockdown (0 – 3 months)

• **Phase 2** - Transition (0 – 12 months)

• **Phase 3** - Reset and Transformation (0 –12 months and beyond)
END – LET GO – RESTART – AMPLIFY?

Understanding crisis-response measures
Collective Sense-making

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<td><strong>END</strong></td>
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<td>WE’VE DONE THESE THINGS TO RESPOND TO IMMEDIATE DEMANDS BUT THEY ARE SPECIFIC TO THE CRISIS</td>
<td>WE’VE BEEN ABLE TO TRY THESE NEW THINGS AND THEY SHOW SOME SIGNS OF PROMISE FOR THE FUTURE</td>
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<td><strong>LET GO</strong></td>
<td><strong>RESTART</strong></td>
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<td>WE’VE BEEN ABLE TO STOP DOING THESE THINGS THAT WERE ALREADY / ARE NOW UNFIT FOR PURPOSE</td>
<td>WE’VE HAD TO STOP THESE THINGS TO FOCUS ON THE CRISIS BUT THEY NEED TO BE PICKED UP IN SOME FORM</td>
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NEW PRACTICE

OLD PRACTICE

POST-CRISIS
Transformation vs Responsibility

High transformation in services

Innovation against the odds
Central Government drives major national programmes for social and economic recovery. Local Authorities become more agile to deliver local transformation alongside other responsibilities, acting as coordinators to get the most out of combined local resources.

Civic renewal
Local Authorities are able to use learnings from the crisis response to embed new ways of working, engage residents in decision making, and form partnerships with health, local businesses, VCSE and communities. Opportunities for locally driven change abound.

Central command and control
Central initiatives take precedent and local authorities retrench to focus on delivering core services. The NHS and central departments expand their remit and community partners operate increasingly independently.

Race back to normal
Local Authorities focus on quickly getting services back up and running, returning to previous systems and making them as effective as possible in the new context. After a year of upheaval, staff and the wider public have little appetite for change.

Return to pre-crisis ways of working

Local government leads the response
Governance & Planning

Minute Item 39

- Define what constitutes a successful recovery for St Helens
- Ensure all planning and implementation remains agile to respond to a changing context;
- Ensure a cross-cutting focus on reducing existing or new inequalities;
- Ensure St Helens can mitigate impacts & take advantage of new opportunities arising from the ‘New Norm’;
- Effectively communicate to residents/other stakeholders progress towards recovery;
- Revised focus of the Council Plan and Priorities

FOCUS
- Economic impact, support and recovery
- Support for vulnerable residents
- Health and social care
- Relationships & connections
- The council’s financial resilience
- The council’s transformation
- Evidence base and analysis

- PROMOTE GOOD HEALTH, INDEPENDENCE & CARE ACROSS OUR COMMUNITIES
- ENSURE CHILDREN & YOUNG PEOPLE HAVE A POSITIVE START IN LIFE
- CREATE SAFE AND STRONG COMMUNITIES FOR OUR RESIDENTS
- SUPPORT A STRONG, DIVERSE AND WELL CONNECTED LOCAL ECONOMY
- CREATE A GREEN, THRIVING AND VIBRANT PLACE TO BE PROUD OF
- BE A MODERN, EFFICIENT AND EFFECTIVE COUNCIL
Questions??