



---

**ST HELENS**  
BOROUGH COUNCIL

**Performance Report**  
**Outturn – 2020/21**

# Contents

1. Borough Strategy Priorities.....	3
2. Purpose of the Report .....	3
3. Executive Summary.....	4
4. Part 1 - Statistical analysis .....	4
4.1 Performance Against Target.....	5
4.2 The Performance Trend.....	5
4.3 Inter Authority Comparison .....	6
4.4 Summary and conclusion of statistical analysis.....	7
5. Part 2. Executive Directors Narrative commentary.....	8
<b>Priority 1 - Ensure children and young people have a positive start in life.</b> .....	8
<b>Priority 2 – Promote good health, independence, and care across our communities.</b> .....	21
<b>Priority 3 - Create safe and strong communities for our residents.</b> .....	29
<b>Priority 4 - Support a strong, diverse, and well-connected local economy.</b> .....	35
<b>Priority 5 - Create a green, thriving, and vibrant place to be proud of.</b> .....	44
<b>Priority 6 - Be a modern, efficient, and effective Council.</b> .....	51

# 1. Borough Strategy Priorities

In 2020/21, Performance Management in St Helens Borough Council was focused around achieving the 6 strategic priorities outlined in the draft Council Plan 2020/21.

**Priority 1 - Ensure children and young people have a positive start in life.**



**Priority 2 - Promote good health, independence, and care across our communities.**



**Priority 3 - Create safe and strong communities for our residents.**



**Priority 4 - Support a strong, diverse, and well-connected local economy.**



**Priority 5 - Create a green, thriving, and vibrant place to be proud of.**



**Priority 6 - Be a modern, efficient, and effective Council.**



The draft Council Plan has since been superseded by Our Borough Strategy 2021/30, which was approved in March 2021. Performance reporting during 2021/22 will be focussed on the revised strategic priorities and outcomes of Our Borough Strategy 2021/30.

## 2. Purpose of the Report

The purpose of the report is to inform and update Elected Members on performance against the 6 priorities of the draft Council Plan 2020/21 as set out above. The report covers the period 2020/21 providing the outturn position for all indicators reported over the course of the year. As part of the Council's commitment to improve performance management, a new format of report has been adopted. The new format splits the report into 2 distinct parts:

**Part 1** of the report is a statistical analysis of the performance position at outturn 2020/21.

**Part 2** of the report is a commentary from Executive Directors / Directors in response to the performance analysis, on each of the 6 strategic aims, explaining what is going well, what is at risk and what action is being taken to improve performance where required.

### 3. Executive Summary

The table below provides an overview position of all performance measures across all 6 Borough Strategy priorities at outturn 2020/21, examining:

- Performance against annual target,
- Trend - whether performance has improved / worsened since the position 12 months ago,
- Comparator Performance - how St Helens' performance compares to the performance of a family group of authorities similar to St Helens.

Total PIs	% fully met	% met within 95%	% not met	
69	49% (34)	22% (15)	29% (20)	
Total PIs where Trend can be determined	% improved on last year	% worse than last year	% the same as last year	
69	52% (36)	41% (28)	7% (5)	
Total PIs with comparative data	1 <sup>st</sup> Quartile (Top 25%)	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile (Bottom 25%)
42	31% (13)	5% (2)	24% (10)	40% (17)

### 4. Part 1 - Statistical analysis

To measure performance in 2020/21, the Council reported 69 performance indicators. These indicators are split between Tier 1 and Tier 2:

**Tier 1** - A set of higher-level strategic indicators agreed along with the Council's key objectives and contained within the draft Council Plan.

**Tier 2** – A larger set of indicators necessary for the effective monitoring of performance at portfolio/departmental level, both outcome and output measures

In the supporting scorecards for each priority area, this distinction is maintained and both tiers are shown as they are all relevant to an understanding of overall performance.

The outturn report statistical analysis looks at performance under 3 areas:

1. Performance in meeting targets
2. Trend
3. Inter-authority comparison

## 4.1 Performance Against Target

This measure sets out:

- The percentage of indicators by priority where targets have been fully met or exceeded.
- The percentage of indicators by priority that have not fully met target but are within 95% of target.
- The percentage of indicators by priority that have failed to meet the target by more than 5%.

In the supporting scorecards for each priority area, green, amber, and red colours are used to depict indicators in each of the above three bullet point situations.

Priority	Number of Indicators with data	% target fully met	% target met within 95%	% target not met
1 Ensure children and young people have a positive start	20	35% (7)	25% (5)	40% (8)
2. Health, independence, and care	12	67% (8)	25% (3)	8% (1)
3 Safe and strong communities	7	57% (4)	29% (2)	14% (1)
4.Strong, diverse connected economy	16	63% (10)	6% (1)	31% (5)
5 Green, thriving, vibrant place	10	40% (4)	20% (2)	40% (4)
6 Modern, efficient, and effective Council	4	25% (1)	50% (2)	25% (1)
<b>Total</b>	<b>69</b>	<b>49% (34)</b>	<b>22% (15)</b>	<b>29% (20)</b>

Within Priority 1 and 2 there are 5 Public Health Indicators where data collection is time lagged and final outturn data is not yet available. The data shown represents the position as of quarter 3.

A listing of indicators which have been met or exceeded target, have met within 95% of target, or have failed to meet target by more than 5% are shown within each of the 6 priority scorecards.

## 4.2 The Performance Trend

This measure compares performance at outturn 2020/21 with performance at outturn 2019/20. It does this by setting out:

- The percentage of indicators where performance compared to last year has improved.
- The percentage of indicators where performance compared to last year has declined.
- The percentage of indicators where performance compared to last year is the same.

In the supporting scorecards for each priority a black arrow pointing up, downwards or sideways is used to depict indicators in each of the above 3 scenarios.

Priority	Number of Indicators	% improved on last year	% worse than last year	% the same as last year
1 Ensure children and young people have a positive start	20	75% (15)	20% (4)	5% (1)
2. Health, independence, and care	12	67% (8)	25% (3)	8% (1)
3 Safe and strong communities	7	57% (4)	43% (3)	0% (0)
4.Strong, diverse connected economy	16	44% (7)	50% (8)	6% (1)
5 Green, thriving, vibrant place	10	10% (1)	70% (7)	20% (2)
6 Modern, efficient, and effective Council	4	25% (1)	75% (3)	0% (0)
<b>Total</b>	<b>69</b>	<b>52% (36)</b>	<b>41% (28)</b>	<b>7% (5)</b>

### 4.3 Inter Authority Comparison

This measure shows how performance in St Helens compares to the performance of a family group of authorities similar to St Helens. It does this by ranking each authority's performance by quartile. The top performing 25 % are in the first quartile and the bottom 25% in the fourth quartile. Authorities in between are placed in either the 2nd or 3rd quartiles. Comparative national data is only available to be used for **42** indicators.

In the supporting scorecards for each priority, where this measure is used, green indicates that St Helens is in the top best performing quartile, red that it is in the Bottom quartile or yellow/amber that St Helens is in either the 2nd or 3rd quartile).

Priority	Number of Indicators	% in 1st quartile	% in second quartile	% in 3rd quartile	% in 4th quartile
1 Ensure children and young people have a positive start	19	11% (2)	0% (0)	32% (6)	58% (11)
2. Health, independence, and care	9	44% (4)	11% (1)	11% (1)	33% (3)
3 Safe and strong communities	1	0% (0)	0% (0)	0% (0)	100% (1)
4.Strong, diverse connected economy	4	100% (4)	0% (0)	0% (0)	0% (0)
5 Green, thriving, vibrant place	6	33% (2)	17% (1)	33% (2)	17% (1)
6 Modern, efficient, and effective Council	3	33% (1)	0% (0)	33% (1)	33% (1)
<b>Total</b>	<b>42</b>	<b>31% (13)</b>	<b>5% (2)</b>	<b>24% (10)</b>	<b>40% (17)</b>

The latest available picture of inter authority performance largely relates to the 2019/20 financial year. Over the course of 2020/21 a total of 12 indicators changed their quartile position when compared to other authorities in their comparator group. Of the 12 indicators, 4 improved their quartile position and 8 indicators moved down a quartile position(s).

#### 4.4 Summary and conclusion of statistical analysis

- **71%** of indicator targets have been either exceeded, met fully, or met within 95% of target.
- **29%** of indicator targets were not met.
- The trend measure indicates over the course of the year **52%** of indicators showed improvement, **7%** of indicators maintained the same performance and **41%** of indicators did less well. There has been a marked improvement in the performance indicators for Priority 1, Children and young people have a positive start in life with **75%** of indicators showing improvement over the last 12 months.
- Approximately a third of all indicators where comparison is possible are in the top quartile, whilst 40% are in the bottom quartile.
- The performance of the majority of indicators has been impacted either directly or indirectly in some way by the Covid-19 pandemic over the course of 2020/21. The effect of the pandemic and lockdowns on performance over the year can be seen across all 6 priority areas, in terms of performance against the annual target and in terms of the performance trend compared to the previous year. Reference to the impact of the pandemic is contained where appropriate in the commentary on individual indicators within the 6 priority sections of the report. However, in broad terms there is value in highlighting the following:
  - Where services were closed, or delivery was significantly disrupted during the year performance has often been severely impacted. This applies to areas of performance including the use of libraries and leisure services, recycling, waste collection and fly tipping, council tax and non-domestic rate collection.
  - Many service areas have seen an increased demand for services due to the pandemic which has impacted performance in areas including short-term social care, housing support services and homelessness prevention.
  - The impact of Covid-19 and lockdown restrictions on the wider society has also changed the context of performance in areas including rates of anti-social behaviour, housing completions, and indicators linked to the economy including retail vacancy rates.
  - In certain areas the impact of the pandemic has meant that it has not been possible to report performance during 2020/21 due to the temporary cessation of national data collections. This applies to school attainment indicators and user satisfaction measures linked to the Adult Social Care Outcomes Framework user survey.
  - In many areas the impact of the pandemic on performance is yet to be fully realised and understood. However, given the disproportionate effect of the pandemic on St Helens to date there is the strong likelihood that existing inequalities may be widened. This presents risks for future performance, but particularly in areas such as public health, education and schools and children's services where current performance is already challenging.

## 5. Part 2. Executive Directors Narrative commentary

### Priority 1 - Ensure children and young people have a positive start in life.



#### Objectives

- Every child will attend a good school and achieve their potential.
- Support children and young people to build their confidence and resilience.
- Support children and families with early help
- Safeguard children and young people from risk of harm and improve the lives of children in care.

#### Overview of priority performance

A total of 20 indicators are reported at outturn 2020/21.

Data for the educational attainment indicators for the academic year 2019/20 is not being reported nationally. As part of steps taken in response to the coronavirus (COVID-19) pandemic, the government announced that all statutory key stage 1 and 2 assessments, tests and GCSEs, AS levels, A levels, other regulated general qualifications due to take place in schools and colleges in England in summer 2020 and in spring and summer 2021 would not go ahead as planned. As such educational outcome performance indicators contained within the St Helens Performance Management Framework, for example, Key Stage 2 and 4 attainment measures have not been reported for the 2020/21 period. Throughout the unprecedented COVID-19 period the department has worked extensively with and in support of school leaders developing and implementing a COVID-19 education recovery programme based around six key workstreams 1) Learning, Curriculum and Assessment, 2) Supporting Vulnerable Learners, 3) Workforce Support and Planning, 4) Early Learning and Childcare, 5) Pathway Planning and 6) Business Sustainability. The department's improvement priorities for the next 12 months include identification of schools deemed requiring additional support following the COVID-19 crisis and the implementation of appropriate support and challenge strategies plus providing support to school leaders to address those gaps identified between vulnerable groups and their peers because of the impact of COVID-19.

Total PIs	On target	Off target	Within 95% of target	Data gaps
20	7	8	5	0
Total PIs where Trend can be determined		Improving	Worsening	Same
20		15	4	1

#### Inter authority data.

The latest data is largely for 2019/20 financial year. Children's social care indicators are measured against 11 comparator authorities within the DfES family group. Public Health indicators are measured against 16 authorities within the CIPFA family group.

The comparative performance position remains challenging with 11 indicators in the 4<sup>th</sup> quartile and 6 in the 3<sup>rd</sup> quartile. However, the improvement seen during the year should have a positive impact on this position once comparative data for 2020/21 is published.

There were some changes in the quartile position, between the 2018/19 and 2019/20 financial years, shown in the table below:

Reference Number	Performance Indicator	2018/19 Position	2019/20 Position
CYP-04	Rate of S47s	4 <sup>th</sup>	3 <sup>rd</sup>
CYP-09	Re-referrals to Children's Social Care	2 <sup>nd</sup>	3 <sup>rd</sup>
CYP-18	Child Protection Plan for a second or subsequent time	2 <sup>nd</sup>	4 <sup>th</sup>
CYP-41	Referrals to Children's Social Care	3 <sup>rd</sup>	4 <sup>th</sup>
CYP-42	S47s progressing to ICPC	2 <sup>nd</sup>	1 <sup>st</sup>
PH-15	Mothers smoking status at time of delivery	3 <sup>rd</sup>	4 <sup>th</sup>

Priority 1 - Ensure children and young people have a positive start in life.

Tier	Ref	Performance Indicator	Higher / Lower is better?	19/20 Outturn	20/21 Target	Q1	Q2	Q3	Outturn	% Variance from Target	Trend	Comparative Performance
						June	Sept	Dec	Mar			
Tier 1	CYP-01	Rate of Children in Need	Lower	478	485	439	441.8	459.4	412.2	15.01%	↑	4th Quartile
	CYP-02	Rate of Looked After Children	Lower	134.8	125	134	133	127.8	129.6	-3.68%	↑	4th Quartile
	CYP-40	Rate of Child Protection Plans	Lower	56.3	55	51	58.2	59.3	54.3	1.27%	↑	3rd Quartile
	CYP-41	Referrals to Children's Social Care	Lower	805.4	600	152.5	317.8	505.1	622	-3.67%	↑	4th Quartile
	PH-06	Obese (inc Overweight) Reception pupils	Lower	28.5	27.6	-	-	-	28.7	-3.26%	↓	4th quartile
	E&S-25a	16-17 year olds NEET	Lower	5.8	8.4	7	19.3	4.15	4.4	47.62%	↑	3rd Quartile
Tier 2	CYP-04	Rate of S47s	Lower	255.2	195	52	102	179.4	246.5	-26.41%	↑	3rd Quartile
	CYP-09	Re-referrals to Children's Social Care	Lower	23.5	18	31	30	28.4	28.4	-57.78%	↓	3rd Quartile
	CYP-18	Child Protection Plan for a second or subsequent time	Lower	25.9	16	17.9	26.5	23	25.7	-60.62%	↑	4th Quartile
	CYP-24	Days between Court authority to place a child and match to adoptive family	Lower	272	140	282	227	215	198	-41.40%	↑	4th Quartile
	CYP-27a	Care leavers in suitable accommodation	Higher	90	95	97	92	94	94	-1.05%	↑	1st Quartile
	CYP-28a	Care leavers in Employment, Education or Training	Higher	47	66	76	59	60	60.3	-8.64%	↑	3rd Quartile
	CYP-29	Education, Health and Care Plans (EHCPs) completed on time	Higher	69	50	100	95.8	94	92	84.00%	↑	4th Quartile
	CYP-42	S47s progressing to ICPC	Lower	35	45	29	42.2	35.2	34	15.00%	↑	1st Quartile
	CYP-43	Foster carers recruited	Higher	4	10	3	5	7	12	20.00%	↑	N/A
	PH-04	Under 18 conception rate	Lower	32.8	28	32.6	33.6	33.6	34.5*	-23.21%	↓	4th Quartile
	PH-05	Infants being breastfed at 6-8 weeks	Higher	28.1	29	27.4	27.1	27.1	28*	-3.45%	↔	4th Quartile
	PH-12	Obese (inc Overweight) Year 6 pupils	Lower	36.6	36.8	-	-	-	41	-11.41%	↓	4th Quartile
	PH-15	Mothers smoking status at time of delivery	Lower	16.4	14.1	-	-	-	15.9*	-12.77%	↑	3rd Quartile
	PH-22	Alcohol specific reasons for admittance to hospital (Under 18s)	Lower	81.6	81	73.4	67.8	68.7	72.3*	10.74%	↑	4th Quartile

\*Indicates Quarter 3 position – outturn data not yet available.

## Which indicators are performing well?

Indicator Description	Why is it performing well?	How will performance be sustained? Are there any risks to performance?
Education, Health and Care Plans (EHCPs) completed on time	Performance on the timeliness of Education, Health and Care Plans (EHCPs) remains strong with 92% of EHCPs finalised to time. Performance has remained strong despite the additional pressures on the service during the pandemic to contact families and be assured that schools and services have been endeavouring to meet the needs of our 1,100 pupils as set out in their EHCPs in this period. The current quartile position reflects performance in 2019/20 and should significantly improve in future based on current performance levels.	To continue to work closely with schools and health professionals to meet statutory deadlines, maintain good working relationships and develop effective child focussed plans.
NEET	The outturn for this measure is based on a 3-month average for November, December 2020, and January 2021 for 16/17-year old NEET and Not knowns combined. St. Helens outturn was 4.4%, the target was set at 8.4% and has therefore been achieved. Performance is now quite significantly better than the last published England and North West average NEET figures. The data identifies that in January 2021 there were a total of 169 16-17 year olds not in education, employment or training or whose status was not known, a decrease from 202 in January 2020.	Although the performance shows an extremely positive picture, it is anticipated that we may encounter challenges over the coming months, for young people to progress into employment, education or training from NEET, as providers feel the serious effects of the pandemic and recruitment is delayed or on hold.
Care Leavers in suitable accommodation	The percentage of care leavers in suitable accommodation has remained strong, building on last year's figure of 90% to currently sit at 94%. Comparative performance is top quartile.	The main route to unsuitable accommodation has been criminal sentences to custody and work with the Youth Offending service to reduce offending will minimise the impact of this for our children going forward. Whilst our performance is positive in this area, we will continue to strive to ensure we improve on this 94% figure. We are currently developing a Care Leavers Accommodation Strategy to set out how we will support Care Leavers to access appropriate accommodations. Torus now sit on our Placement Panel and are part of the early review of Post 18 placement move on plans; this specialist advice and guidance is proving to be very helpful. Care Leavers accommodation is kept under review at service performance clinics and at the Corporate Parenting Forum.

Indicator Description	Why is it performing well?	How will performance be sustained? Are there any risks to performance?
S47s progressing to ICPC	A total of 866 S47 enquiries were concluded in year with 291 of those enquires progressed to an Initial Child Protection Conference (ICPC). This was just below the S47 to ICPC conversion reported in the previous year and below the local target of 40%.	The current performance in relation to S47's remains an area of focus as performance at rate of 10,000 children is currently higher than statistical neighbours. Training and focussed work undertaken with managers to date is evidencing improved decision making and the appropriate application of S47 threshold. This is evidenced by the data in the last 6 months showing a 17% reduction in S47s being undertaken, indicative of a positive direction of travel.
Foster carers recruited	A total of 12 foster carers have been recruited by the local authority in the year bettering the target of 10.	We will continue to deliver on our Fostering for St. Helens campaign and seek wider support with it. By increasing the number of Foster Carers, we will provide more opportunities for children who cannot live within their own families to be cared for by St. Helens carers and in turn this will have a positive impact on the budget.

#### Which Indicators require Improvement and what action is required?

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
Rate of Children in Need (CiN)	At year end, the provisional total number of CiN, i.e., children and young people open to and receiving support from statutory children's social care was 1,517, a rate of 412 children per 10,000 aged under 18. The rate has reduced by 14% when compared to last year and is better than the target for this year. However, whilst the improvement is positive, the rates remain above comparable average rates in the region (372) and at national level (324) as reported for March 2020. However, current CiN population numbers	<p>We have achieved this reduction by working with partners and ensuring children are supported at the right level of need and that work is undertaken to improve step up and step-down arrangements. This work is ongoing.</p> <p>The department continues to implement a range of improvement actions as part of its wider improvement plan for children's social care and the rate is reducing so this is starting to have an impact.</p>	Children and families get the right help and support at the right time and the rate of CiN continues to stabilise over the next months.

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
	are now lower than statistical neighbour averages (430).		
Referrals to Children's Social Care	At year end, a provisional total of 2,289 referrals to St Helens Children's Social Care were received, a rate of 622 children per 10,000 aged under 18. This is marginally off target for the year but represents good improvement and a 22% reduction on the high number of referrals received in the previous year (2,949).	<p>We have achieved this reduction by working with partners and ensuring children are supported at the right level of need and that work is undertaken to improve step up and step-down arrangements. This work is ongoing.</p> <p>The department continues to implement a range of improvement actions as part of its wider improvement plan for children's social care and the rate continues to reduce so this is starting to have an impact and our rate is stabilising.</p>	Children and families get the right help and support at the right time and the rate of CiN continues to reduce and stabilises at the rate of our statistical comparators in the next six months.
Rate of re-referrals to Children's Social Care	Of the 2,289 referrals to Children's Social Services received in year, 649 (or 28.4%) were re-referrals to St Helen's Children's Social Services, occurring within 12 months of the current referral. The current re-referral rate stands above comparable regional and national averages (23% national average and 22% regional average during 2019/20). Close oversight and scrutiny continue to be placed on re-referral activity.	<p>The department continues to work with partners to improve our early help offer and the escalation of concerns to statutory services. Contact and Contact to Referral conversion is kept under review at the Safeguarding Children Partnership and at the children improvement board.</p> <p>We have undertaken a series of audits including commissioning an external audit of practice in this area and we are taking action in relation to the findings i.e., improving the quality of assessments, step up and step-down arrangements between early help and CSC and we are carefully monitoring the impact the pandemic is having on vulnerable families.</p>	This will enable us to ensure children and families get the right help and support at the right time and that their needs are met reducing the need for further escalation of concerns to statutory services and statutory intervention in family life.
Rate of Looked after Children	At year end St Helens Council was caring for a provisional total of 477 children and young people, a rate per 10,000 under 18-	The improved oversight, the change in practice and improved permanence planning and edge of care services has	Our rate of Looked after is consistent with statistical comparators and more children

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
	<p>year-old, that continues to be above comparable regional and national averages. However, the numbers of children cared for by St Helens have gradually decreased during 2020/21 from a position of 496 children cared for on the 31st March 2020, a 4% reduction. During the past 12 months there has been a decrease in the rate of children coming into care, coinciding with increased rates of discharges from care, hence the subsequent gradual reduction in the numbers. The outturn is just above its projected trajectory target for the year (125 rate of children cared for per 10,000 under 18-year-olds).</p>	<p>contributed to the reduction in the rate of looked after children. However, the current position is that the pandemic has resulted in a decrease in the discharge rate particularly in the volume of children leaving care via a plan of adoption and with Court hearings being suspended during the year. We are now seeing the court progressing work.</p>	<p>are supported to live in their own families when it is safe for them to do so.</p>
Rate of S47s	<p>A provisional total of 907 Section 47 enquiries were initiated relating to 733 children, a rate of 246.5 per 10,000 under 18-year-olds. This was a slightly reduced level of Section 47 activity compared to the previous year (0.5% decrease). The volume of S47 activity did not meet target but was lower than that reported in either of the past two years. The rate of activity remains higher than the last published 2019/20 national average (177), it is currently in line with statistical neighbour averages (239).</p>	<p>We have been working with managers to improve decision making in relation to S47's as we found through our audit activity that S47's was at times being triggered before there was evidence to support the threshold. Work undertaken with managers to date is evidencing improved decision making and the appropriate application of S47 threshold.</p>	<p>Improvements in S47 performance will be maintained and will remain comparable with the statistical neighbour rates.</p>
Rate of Child Protection (CP) Plans	<p>At year end a provisional total of 200 children and young people are being supported with a Child Protection (CP) Plan, a rate of 54.3 children per 10,000 under 18-year-olds. During the year, a total of 280 children have been made the</p>	<p>The application of threshold is beginning to be more consistent, however there is further work to be done reduce the rate of three-month plans and second and subsequent child protection planning.</p>	<p>This will ensure that thresholds, scrutiny, mid-point tracking and challenge will be better monitored within the Unit and will provide a better understanding of risk.</p>

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
	<p>subject of a CP Plan whilst, over the same period, 285 CP plans ended. The rate of children in St Helens supported with a CP Plan has improved but continues to be higher than the comparable national average (43 per 10,000 children). However, the CP rate reported for St Helens is lower than the comparable statistical neighbour average in March 2020 (63 per 10,000 children).</p>	<p>There is a continued focus on children who have been on a CP plan for over 12 months. We have in response recently introduced the safeguarding unit to implementing 8-month partnership reviews. In addition, at the end of 2020, we appointed a CiN co-ordinator to drive the quality of practice, plans and arrangements for children subject of CiN plans to reduce the escalation of concerns.</p>	
<p>Child Protection (CP) Plan for a second or subsequent time</p>	<p>During 2020/21 a provisional total of 280 children and young people became the subject of a Child Protection (CP) Plan with 72 of the children in the group (or 25.7% of children) having previously been on a CP Plan at some time in the past. This is similar to the activity reported locally during 2019/20 (26%). The challenging target of 16% was not met and performance remains above the most recently published 2019/20 statistical neighbour (21%), national (22%) and the regional NW averages (23%).</p>	<p>We know from our own audit activity that children who are subject to plans for a second or subsequent time are likely to be living in homes where domestic abuse, substance misuse and parental mental health are prevalent.</p> <p>There is a need to further improve step down plans and arrangements to ensure children and families continue to be supported effectively.</p>	<p>The ensure help and protection offered to children subject of child protection plans effectively reduces risk and need and that this is sustained over time.</p>
<p>Care leavers in Employment, Education or Training</p>	<p>Of the 126 care leavers that turned 19, 20 or 21 years old during the year the LA was in touch with 123 of the young people in question. In total, 76 of the 126 care leavers were engaged in Education, Employment or Training (EET). This equates to a performance figure of 60.3%. This represents a strong improvement on the previous year's performance but is below the local target (66%). Performance however is well above the most recently</p>	<p>There has been investment into a dedicated Personal Advisor (PA) post which has a specific focus on securing Education, Employment and Training for care leavers which has had a positive impact and has created more opportunities for young people. Further developments in the virtual school will support this area of work.</p>	<p>Care Leavers will have access to more education, employment, and training opportunities that will provide them with the opportunity to make a successful transition to adulthood and increase their life opportunities and sense of well-being.</p>

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
<p>Days between Court authority to place a child and match to adoptive family</p>	<p>published national average (53%) and regional average (49%) in 2019-20.</p> <p>The 3-year average time (in days) between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family for the period 2018/19 to 2020/21 is 198 days. Although the indicator has not met target, performance represents a strong improvement on the previously reported 3-year average of 272. The average time between a local authority receiving court authority (Placement Order) to place a child and the local authority deciding on a match to an adoptive family for 2020/2021 was just 98 days. This figure represents good performance and an improvement on previous years, it should be noted that the national target is for children to be matched within 121 days of placement order.</p>	<p>The current plan for 45 children is to achieve permanence via a plan of adoption, in which full parental responsibility is legally transferred to the adoptive parents. Of the 45, 100% have a ratified Permanence Plan. 16 of these children are living with their adopters with Adoption Order applications lodged with the Court but delayed in concluding due to the impact of Court timetabling during the pandemic. 29 children are either linked with adopters and awaiting a matching panel or within the family finding process. We continued to enjoy a good working relationship with our regional adoption agency 'Together for Adoption' through linking and tracking meetings meaning that adopters are identified for children much earlier in their journey and wherever possible we aim to have a match identified for children in time for their placement order being granted.</p>	<p>Achieving safe and stable homes for children who cannot return to live with their own families is important to their sense of belonging and stability. Early permanency planning and appropriate placements in Foster to Adopt and concurrency arrangements is ensuring children with a likely plan of adoption are identified in a timely manner will have a positive impact on children's experiences and progress.</p>
<p>Under 18 Alcohol Admissions</p>	<p>The 2020/21 outturn figure is provisional data, a three-year rolling rate to Q3 2020/21. The provisional rate for under-18 hospital admissions for alcohol specific reasons per 100,000 for Q3 2020/21 is 72.3 (80 admissions). This represents an improvement on the most recently published three-year admission rate. The latest published rates (2016/17 - 2019/20)</p>	<p>Whilst these admissions have fallen, they remain comparatively high, and there is still work to do. The Young Peoples Drug and Alcohol Team are regularly reviewing the data on Young People's Alcohol Admissions so that they can target their interventions at those young people who are most at risk. Pathways have also been established between A&amp;E and the Young</p>	<p>It is expected that young people's hospital admissions for alcohol, and their re-admissions will continue in a downward trajectory during 2021.</p>

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
	for St Helens of 81.6 (90 admissions) remains significantly higher than the regional (43.6) and national (30.7) averages.	Peoples Service so that the affected young people can receive support in a timely manner. This is an effective way of working and reduces their risk of re-attending A&E in future.	
Overweight and Obese in Children in Reception and Yr-6	<p>St Helens' proportion of Reception children classed as overweight or obese (28.7%) was similar to the figure seen in previous years (28.5% and 28.8% in 2018/19 and 2017/18 respectively). The North West rate rose slightly to 25.2%. St Helens' proportion of Year 6 children classed as overweight or obese (41%) was much higher than the figure seen in the previous year (36.6%). The NW rate increased to 37.4%.</p> <p>However, 2019/20 academic year National Child Measurement Programme (NCMP) data needs to be used with caution. The 2019/20 data collection stopped in March 2020 when schools were closed due to the Covid-19 pandemic. Participation rates were therefore much lower. For example, only 65% of St Helens Year 6 pupils were measured in 2019/20, whereas in previous years participation has been consistently over 90%.</p>	<p>We have applied for national funding to deliver a new weight management programme for children and young people, specifically engaging those families identified through the NCMP.</p> <p>We are also looking at developing a family weight management offer as part of the adult weight management pathway delivered by the Integrated Wellbeing Service.</p> <p>The Children's Healthy Weight Strategy produced early in 2020 was not really implemented fully due to the pandemic, and our whole systems approach to tackling obesity generally is now due for review.</p>	The expected impact is likely to be a slowing of the rise in obesity levels in year 6 and potentially a decrease in reception. The interventions also have a focus on wider wellbeing.
Under-18 conceptions	The most recent data published in February 2021 on the under 18 conception rate (15 to 17-year olds) is for quarter three 2019. As the numbers are relatively small a three-year rolling rate is used and shows that our rates have risen again to 34.5 per 1000; a 1.7 increase on the previous outturn. For the same time	Prior to the pandemic a multi-agency strategy group had been established and we had sought advice from Public Health England as to the most effective interventions. Our sexual health strategy for 2021 to 2024 has been written and reducing the number of unintended pregnancies remains a priority ambition for	The figures we received on under 18 conceptions are usually 4-6 quarters behind time. We expect that the figures for the rest of 2020 will show a reduction in teenage pregnancies due to the restrictions and social distancing measures. However, we think we may see an increase in risk taking behaviour when

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
	<p>period, the North West, and the England rate both decreased. St Helens has the fourth highest under 18 conception rate behind Middlesbrough, Halton, and Blackpool.</p>	<p>the borough, with specific multi-agency actions relating to under 18s. A multi-agency response is required; the sexual health service, including the dedicated TAZ Outreach Service, 0-19 service and Family Nurse Partnership have continued to collaborate to support young people during the current pandemic and associated lockdown measures e.g. access to postal contraception including condoms, pills; access to emergency hormonal contraception via the sexual health clinic and pharmacies and an increase in the number of targeted 'welfare' calls to those identified at risk. The sexual health service has developed a training package and are part of a multi-agency working group to support schools to implement the new compulsory element of Relationships and Sexual Health Education. Recent insight work has unveiled the need to strengthen the messages about types of contraception, and when to initiate its use. However, the current restrictions are impacting on overall access to Long Acting Reversible Contraception therefore services continue to promote other contraception methods e.g. click and collect and postal and are exploring innovative ways to communicate with young people during any future restrictions.</p>	<p>restrictions are lifted. We also know that teenage conceptions are linked to inequalities. Inequalities have increased as a result of the pandemic. Therefore, if additional action is not taken, we may see an increase in under 18 conceptions in due course.</p>
Smoking at Time of Delivery	<p>The provisional outturn for 2020/21 is based on data to the end of Quarter 3 2020/21. At the end of Q3 2020/21 a total of 222 women in St Helens were known to</p>	<p>Cheshire and Merseyside Cancer Alliance smoking in pregnancy pilot will work alongside the NHS Long Term Plan roll out which commits to delivering an 'opt-</p>	<p>The Opt-out referral will ensure that expectant women who smoke are referred to a specialist advisor within the clinical setting and continued smoking cessation</p>

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
	<p>be smokers at the time of delivery, out of 1392 maternities overall. This proportion of 15.9% smoking at the time of delivery is lower than the rate at the end of 2019/20 (16.4%). However local rates remain significantly worse than the last published regional and national averages (12.2% and 10.4%).</p>	<p>out' smoke free pregnancy pathway for expectant mothers and their partners. The funding will be devolved through Integrated Care Systems (ICSs), to allow all providers to offer these services either individually or across local systems in conjunction with NHS and LA partners.</p> <ol style="list-style-type: none"> <li>1. Screened for smoking status.</li> <li>2. Opt-out referred to tobacco dependence advisor.</li> <li>3. Provided personalised behavioural support and pharmacotherapy.</li> <li>4. Provided discharge package including continuing or transfer of care to continued smoking cessation support.</li> </ol>	<p>support within the community setting provided. Local evidence suggests that when women access the smoking cessation service there is a 100% conversion rate to setting a quit date and going on to a <i>4-week quit</i>. Based on 2019/2020 data, of 289 women who smoke in pregnancy and were referred into service, only 97 accessed the service. This resulted in 97 setting a quit date and going on to a <i>4-week quit</i>. This is a 100% conversion rate upon getting into service. If all 289 women who smoke in pregnancy accessed the service via opt-out referral, this would increase the quits from 97 to 289, 42% to 100% respectfully.</p> <p>The impact would be a reduced number of women having pregnancy complications, reduced number of foetuses as a result of miscarriage, ectopic pregnancy and stillbirth, a reduced number of infants being born preterm and infants born with a low birth weight.</p>
Breastfeeding at 6-8 Weeks	<p>The 2020/21 provisional outturn is the position to Quarter 3 2020/21. Performance at Q3 2020/21 shows 28% of babies were breastfed at 6-8 weeks, similar to the 2019/20 annual outturn (27.9%), however St Helens rate remains well below national (48%) and regional (38.9%) averages.</p>	<p>Raise awareness and support for infant feeding.</p> <p>Ensure women have information and support.</p> <p>Influence social norms and a movement for social change.</p> <p>Improve quality of data.</p> <p>Work in collaboration across the regional footprint.</p>	<p>Increased number of organisations and partners with an understanding of the value of breastfeeding and promote wherever possible.</p> <p>Women will feel confident and supported in their choices of infant feeding.</p>

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
			<p>Women are enabled to initiate and continue to breastfeed for as long as they wish, with specialist support when needed.</p> <p>Positive culture changes relating to normalising and supporting breastfeeding are embedded throughout the borough.</p> <p>Quarter on quarter improvements will be measured through data tracking and a range of qualitative case studies.</p> <p>Integrated pathway developed and all key stakeholders have embedded the document in practice.</p>

## Priority 2 – Promote good health, independence, and care across our communities.



### Objectives

- Provide people with a positive experience of health and care services.
- Support people to lead healthy lives and improve their wellbeing.
- Promote good mental health to improve people’s lives.
- Support people with health and care services to remain independent in their community

### Overview of priority performance

A total of 16 indicators were due to be reported at outturn 2020/21. Data cannot currently be provided for 4 of the measures. The reporting of delayed transfers of care has been suspended by the NHS.

The Adult Social Care Survey and Carers Survey were suspended in 2020/21. Data cannot therefore be provided for 3 of the survey measures.

Total PIs	On target	Off target	Within 95% of target	Data gaps
12	8	1	3	0
Total PIs where Trend can be determined		Improving	Worsening	Same
12		7	4	1

#### Inter authority data.

The latest available picture of comparative performance relates to verified nationally published data for the financial year 2019/20. The comparators used for the social care measures are the 23 local authorities within the ADASS North West family group. The comparators for the public health measures are the 16 authorities within the CIPFA nearest neighbour's family group.

The comparative performance of the adult social care measures is generally strong, with all but one, either 1<sup>st</sup> or 2<sup>nd</sup> quartile. The comparative performance of the public health measures for suicide and alcohol specific admissions to hospital are both 4<sup>th</sup> quartile, however recent local performance trends are showing some improvement.

There were some changes in the quartile position, between the 2018/19 and 2019/20 financial years, shown in the table below:

Reference Number	Performance Indicator	2018/19 Position	2019/20 Position
ASC-13	Adults receiving Self-directed support	3 <sup>rd</sup>	4 <sup>th</sup>
ASC-19	Permanent admissions to residential or nursing care (age 18-64 years)	2 <sup>nd</sup>	3 <sup>rd</sup>
ASC-26	Outcome of short-term services	2 <sup>nd</sup>	1 <sup>st</sup>

Priority 2 - Promote good health, independence, and care across our communities.

Tier	Ref	Performance Indicator	Higher / Lower is better?	19/20 Outturn	20/21 Target	Q1	Q2	Q3	Outturn	% Variance from Target	Trend	Comparative Performance
						June	Sept	Dec	Mar			
Tier 1	ASC-18	Permanent admissions to residential or nursing care (age 65 years+)	Lower	669	660	62.52	203.9	391.4	619.7	6.11%	↑	2nd Quartile
	PH-25	Mortality by suicide rate	Lower	13.9	13	12.9	12.9	11.9	10.5	19.23%	↑	4th Quartile
	PH-48	Hospital admittance for alcohol specific conditions	Lower	1,059	1,034	CCG currently unable to provide data	214	466	696*	32.69%	↑	4th Quartile
	PH-52	Over 65s emergency hospital admissions for falls	Lower	2,551	2,484	CCG currently unable to provide data	2351	2351	2414	2.82%	↑	N/A
Tier 2	ASC-11	Adults with learning disabilities in settled accommodation	Higher	96.6	96	97.4	97.4	96.3	96	0.00%	↓	1st Quartile
	ASC-12	Adults with learning disabilities in employment	Higher	7.4	8	7.2	6.9	6	5.88	-26.50%	↓	1st Quartile
	ASC-13	Adults receiving self-directed support	Higher	84.8	88	88.8	88.3	87.1	86	-2.27%	↑	4th Quartile
	ASC-17	Older people discharged from hospital still at their residence after 91 days	Higher	90.6	93	90.1	90.1	90.7	91.6	-1.51%	↑	1st Quartile
	ASC-19	Permanent admissions to residential or nursing care (age 18-64 years)	Lower	16	12	0	2.8	2.8	7.5	37.50%	↑	3rd Quartile
	ASC-26	Outcome of short-term services	Higher	89.6	85	87.5	86	90	87	2.35%	↓	1st Quartile
	ASC-22	Initial adult safeguarding strategy discussion within 1 working day	Higher	84	99	96	96	96	95	-4.04%	↑	N/A
	ASC-23	Visit within 2 working days of adult safeguarding concern raised	Higher	100	98	100	100	100	100	2.04%	↔	N/A

\* Indicates Quarter 3 position – outturn data not yet available.

Which indicators are performing well?

Indicator Description	Why is it performing well?	How will performance be sustained? Are there any risks to performance?
<p>Permanent admissions to residential or nursing care (age 65 years+)</p>	<p>The number of older people aged 65 or over admitted on a permanent basis per 100,000 population was 619.7, lower than the target of 660. The low figure reflects the impact on activity of Covid-19. This may continue during 2021/22, but the department will monitor the figures based on the presenting numbers of COVID infections and reflecting the vaccination programme as it continues to take effect.</p> <p>St Helens had the 9<sup>th</sup> lowest admissions to care homes for adults aged 65+ in the North West at the end of quarter 3, quarter 4 is being collated in early July 2021. The St Helens figure for Q3 was 387.1 and the NW average was 433.4 with an outturn of 368.5.</p>	<p>The department considered the effect of the pandemic and how families became reluctant to admit their vulnerable family members into permanent care.</p> <p>The main risk to this performance is a rise in admission numbers, either due to services users being newly assessed as needing residential or nursing care, or those who may have chosen not to be admitted during the pandemic, now choosing to be admitted.</p> <p>The development of a Care Home Strategy commenced to provide market sustainability, sufficient capacity and financial effectiveness in the sector, with the aim of where possible supporting fewer people in care homes for shorter periods of stay, as people receive the help they need to remain at home for longer.</p> <p>We continue to support people through our assessment process and regular liaison with community services to support people to stay at home where possible.</p>
<p>Permanent admissions to residential or nursing care (age 18-64 years)</p>	<p>The number of adults aged 18-64 admitted on a permanent basis per 100,000 population was 7.5, lower than the target of 12. The low figure reflects the impact on activity of Covid-19.</p> <p>St Helens had the lowest admissions to care homes for adults aged 18-64 in the North West at the end of quarter 3, quarter 4 is being collated in early July 2021. The St Helens figure for Q3 was 2.82 and the average for the NW was 11.46, with an outturn of 9.60.</p>	<p>The department considered the effect of the pandemic and how families became reluctant to admit their vulnerable family members into permanent care.</p> <p>The main risk to this performance is a rise in admission numbers, either due to services users being newly assessed as needing residential or nursing care, or those who may have chosen not to be admitted during the pandemic, now choosing to be admitted.</p> <p>We continue to support people through our assessment process and regular liaison with community services to support people to stay at home where possible.</p>

Indicator Description	Why is it performing well?	How will performance be sustained? Are there any risks to performance?
<p>Older people at their place of residence 91 days after discharge from hospital.</p>	<p>At the end of Quarter 4, the percentage of people who had received a reablement service on discharge from hospital and were still at home 91 days after discharge was 91.6%. This was slightly below the target of 93%, but performance is consistent with the same period last year. The lower out-turn was due to the increased requests for short-term services due to the COVID-19 pandemic and people being re-admitted back into hospital. This will be monitored based on the presenting numbers of infections and reflect the vaccination programme as it continues to take effect.</p> <p>St Helens had the 5<sup>th</sup> highest percentage of people discharged from hospital still at home 91 days later in the NW at the end of quarter 3, quarter 4 is being collated in early July 2021. The St Helens figure for Q3 was 89.5% and the NW average was 82.2%.</p>	<p>The risk to performance is the increased possibility of people severely affected by Covid-19 having to return to hospital with the 91 days of discharge.</p> <p>It is essential that all people discharged are assessed and services stay in place to support them through the rehabilitation process.</p>
<p>The outcome of Short-Term Services</p>	<p>Since April 2020, 87% of those who received short term involvement did not go onto to access long term services. This is above target and a very positive performance as this is a measure of the appropriateness and assessment process of short-term services.</p> <p>St Helens has the 3<sup>rd</sup> highest percentage in the NW, with the average being 69.7% with an outturn of 79.9%. This positive performance is despite the increased number of requests for support during the pandemic.</p>	<p>The teams will continue to thoroughly assess all adults referred and ensure those who only require short term services are offered the correct level and delay the possibility of requiring longer term services for as long as possible.</p> <p>The risk to performance is the increased number of people discharged from hospital due to the pandemic, who require short term services to assist their rehabilitation, but if they do not recover to their normal level of independence may require longer term services.</p>
<p>Percentage of visits to an adult safeguarding victim undertaken within 2 working days of the initial strategy discussion</p>	<p>Since the start of April 2020, all safeguarding investigations were supported by a visit within two working days. This indicates that those enquiries leading to investigation are being commenced in a timely manner following the initial strategy meeting and is evidence of consistent positive performance.</p> <p>This performance indicator is not regionally benchmarked against other NW LA's and we do not therefore have a comparison with other LA's. The main risk would be an increase in Safeguarding</p>	<p>The performance for April 2021 is 100%, and this will be monitored during the year, and if performance begins to drop, it will be a priority to resolve for the Safeguarding function. The team will continue to maintain the performance by ensuring the SA1's are allocated within 24 hours of receiving the alert. The referrals are screened by the Safeguarding Team and the cases requiring a visit are determined during the strategy discussions.</p> <p>The team has had increased capacity January 2021. The performance is reviewed by the SAB on a quarterly basis. There</p>

Indicator Description	Why is it performing well?	How will performance be sustained? Are there any risks to performance?
	<p>enquiries and a lack of capacity if staff are either absent through sickness or holiday.</p>	<p>is a potential risk that due to Covid-19 and the possible impact staff physical/mental health and wellbeing could impact on staffing levels/capacity, however this risk has been present since March 2020.</p>
<p>Percentage of initial strategy discussions undertaken within 1 working day of an adult safeguarding alert being made to the contact centre</p>	<p>At the end of quarter 4, 95% of initial strategy discussions were undertaken within 1 working day which is slightly below target. Performance dropped slightly, whilst noting a significant increase of 85 referrals requiring a strategy discussion during March 2021.</p> <p>This performance indicator is not regionally benchmarked against other NW LA's and we do not therefore have a comparison with other LA's. The target set for the year was 99%, which would reflect a small number of discussions to miss the deadline and stopping this target from being met. Due to the pandemic, it has proved difficult to maintain performance.</p>	<p>The safeguarding unit has maintained performance at 95 to 96% for a number of months which is only 3% below target. This has been maintained despite the increase in referrals and during a period when there was staff sickness which has impacted on the team's capacity.</p> <p>Moving forward - There has been recruitment of another Safeguarding Coordinator - the expected impact of increased capacity resulting in improved performance.</p>
<p>Adults with learning disabilities in settled accommodation</p>	<p>The percentage of adults with learning disabilities known to ASCH in settled accommodation met the target of 96% for 2020/21. It should be noted that settled accommodation means the person has their own tenancy or lives with family and unsettled accommodation relates to individuals being in hospital or long stay residential placements.</p> <p>St Helens consistently reports at a high level for this indicator and is usually in the top quartile nationally and in the top 3 in the North West. As of the end of Q3 the North West average was 87.7% for this indicator and St Helens were ranked 1st in the North West.</p>	<p>This indicator is monitored each month and any sign of dropping below target is reported to the All Age, Disability and Mental Health Team and records can then be checked.</p> <p>At present there is no anticipated risk to performance, the department will continue to mitigate the impact on risk following the same processes that generate the high performance.</p>
<p>&gt;65s Hospital Admissions for Falls</p>	<p>The provisional outturn position for 2020/21 is 2,414 per 100,000 population aged 65+. Data publication is time lagged with the most recent published comparative data only available up to December 2020. The latest YTD rate is better than the target of 2,300, and higher than the latest available NHS England rate of 2,055.</p>	<p>There is a dedicated and effective falls prevention service. The partnership approach to falls and action plan that we have been working to has supported continued decrease.</p>

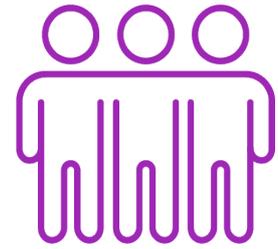
Which indicators require improvement and what action is required?

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
<p>Adults with learning disabilities in paid employment</p>	<p>At the end of Quarter 4 20/21 the percentage of people with a learning disability in paid employment was 5.88%. This is marginally below the target set.</p> <p>The department did not meet their target but compared to the other NW LA's had the 4<sup>th</sup> highest percentage. The NW average and outturn percentages were 4.2%. Performance</p>	<p>The Supported Employment Service is focusing on getting existing council and New Ventures (Stephenson's Resource Centre) employees back into work, considering their vulnerability and reflecting the need to isolate.</p> <p>The team will be focussing on improving engagement with younger people with LD &amp; ASD by;</p> <p>Having a high street presence in the new One Stop Shop provided by Ways to Work.</p> <p>Updating information to potential new referrals in more accessible format.</p> <p>The team will continue to work collaboratively and develop new partnerships to enhance education and employment opportunities:</p> <p>Ways to Work, Households into Work, DWP - Kick Start Programme &amp; Transitions into Adulthood Pre-Apprenticeship programme.</p> <p>Information is currently being developed for potential employers, informing them of support available to them and options to support this programme.</p>	<p>Increase Referrals: The expected outcome is to encourage new referrals to the service with an emphasis on younger people, to be able to develop their employability skills, working with education at an early stage, having a town centre base will reach more individuals. The work undertaken at St Helens College has been successful in working with individuals over a 2-3-year period to develop independent travel, life skills and to work on goal setting to achieve work aspirations. Fine tuning this piece of work will equip individuals with a new skill set. These softer outcomes have proven more successful in sustainability.</p> <p>Increasing Employment: The larger piece of work is with employers, getting more employers on board, addressing the issues of competitive interviews by offering work experience/work trials.</p> <p>Expected time scale to make improvements Covid-19 aside would be approximately 12-18 months.</p>

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
<p>Adults receiving self-directed support</p>	<p>At the end of Quarter 4 the percentage of people who were in receipt of services having been through the self-directed support process was 86%, which is slightly below target for the year, but an improvement on the outturn for last year of 84.8%</p> <p>This indicator is no longer being reported on a North West basis so current performance cannot be benchmarked.</p>	<p>It is difficult to predict the impact of Covid-19 on this target however the department will be developing an improvement plan to address our performance.</p>	<p>It is anticipated that the improvement plan will increase performance over the course of 2021-22.</p>
<p>Mortality by Suicide</p>	<p>The 2020/21 provisional outturn is a 3 year-rolling-rate up to the end of December 2020 calculated at 10.5 per 100,000 and derived from PCMD. This is the lowest rate seen in the Borough since 2011.</p> <p>Suicide prevention is a high priority for St Helens. Whilst rates were the highest in the country at one time, we are now seeing significant improvements. The partnership approach to suicide prevention, working to a comprehensive action plan and additional funding focusing on male mental wellbeing has supported this downward trend.</p>	<p>Suicide prevention requires a partnership approach. An action plan is being delivered upon and a review of this work is happening this quarter with the support of the LGA. Work continues to provide training in suicide prevention and mental health first aid.</p>	<p>The long-term impact of Covid-19 could influence this statistic moving forward. The refresh of the action plan needs to consider this impact.</p>
<p>Alcohol Specific Hospital Admissions</p>	<p>The 2020/21 outturn position is based on provisional data to the period Q3 2020/21. Data is time lagged by at least one quarter.</p> <p>The latest quarterly data for Q3 2020/21 is 696, which is below the target of 784 for the 3rd cumulative quarter of the year. The latest published annual figure from 2019/20 places St Helens as 7th highest amongst 23 North West upper-tier local authorities</p>	<p>The Alcohol Care Team at Whiston and the Community Alcohol &amp; Drugs Service (CGL) support vulnerable people between community and hospital settings. They identify and prevent those most at risk of attending and re-attending hospital due to their alcohol consumption.</p> <p>The Alcohol Care Team has received funding from NHS England to deliver the</p>	<p>The expected impact of the NHSE optimisation funding will increase capacity and expertise in the team. This will help to identify and support more people at risk of re-attending hospital in future by making sure they have the support they need in the community.</p> <p>The team will also have extra capacity to train staff in identification of alcohol</p>

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
	<p>(13th highest in England) with a rate of 1,117 admissions per 100,000 population. In comparison, the North West rate is 891 and the England rate is 644.</p> <p>Alcohol specific admissions, whilst still high compared with national data, are currently on a trajectory of improved performance that is below the level expected in order to achieve the target when year-end data is available.</p>	<p>optimised nationally agreed model. This includes reduction of repeat and unnecessary hospital admissions and reduce time spent in hospital</p>	<p>problems earlier and delivery of brief advice and support.</p>

### Priority 3 - Create safe and strong communities for our residents.



#### Objectives

- Work with partners and communities to create strong and safe neighbourhoods.
- Reduce the impact of domestic abuse in our communities.
- Work as a partnership to prevent and reduce harm to our most vulnerable residents.

#### Overview of priority performance

A total of 9 indicators were due to be reported at outturn 2020/21. Data in relation to the serious violence measure which is a local new indicator for 2020/21 is still awaited from the Police. Targets will be set once this is received. The annual Community Safety Survey was not conducted in 2020 and therefore it is not possible to report an outturn for this PI.

Total PIs	On target	Off target	Within 95% of target	Data gaps
7	4	2	1	0
Total PIs where Trend can be determined		Improving	Worsening	Same
7		4	3	0

#### Inter authority data.

Comparative performance can be determined for 1 indicator, as the remainder are all local measures of performance. The Youth Justice measure remains 4<sup>th</sup> quartile based on data for the period April 2018 - March 2019, the most recent published data available.

Priority 3 - Create safe and strong communities for our residents.

Tier	Ref	Performance Indicator	Higher / Lower is better?	19/20 Outturn	20/21 Target	Q1	Q2	Q3	Outturn	% Variance from Target	Trend	Comparative Performance
						June	Sept	Dec	Mar			
Tier 1	SC-01	Repeat domestic abuse cases MARAC	Lower	38.5	41	34.21	34.6	37.2	39.6	3.41%	↓	N/A
Tier 2	SC-03	People feeling safe in their local area	Higher	50.6	80	-	-	-	Annual survey not conducted in 2019/20 due to pandemic	-		N/A
	SC-07	Hate crime incidents	Higher	314	290	74	177	240	329	13.45%	↑	N/A
	SC-08	Anti-social behaviour incidents	Lower	4,196	5,400	2014	3249	4734	6063	5.27%	↓	N/A
	SC-12	Children re-offending	Lower	40.7	45.3	Data collection currently suspended by Ministry of Justice	Data collection currently suspended by Ministry of Justice	Data collection currently suspended by Ministry of Justice	47.4	-4.64%	↓	4th Quartile
	SC-17	Looked After Childre receiving a substantive Youth Justice outcome	Lower	29	18	-	-	-	20	-11.10%	↑	N/A
	ENV-09	People killed (or seriously injured) in road traffic accidents	Lower	66.00	43	-	-	-	54	-25.58%	↑	N/A
	ENV-10	Children killed (or seriously injured) in road traffic accidents	Lower	66	57	-	-	-	52	8.77%	↑	N/A

Which indicators are performing well?

Indicator Description	Why is it performing well?	How will performance be sustained? Are there any risks to performance?
MARAC rate	In 2020/21, a total of 733 high risk domestic abuse cases have been discussed at MARAC, with 290 being repeat cases, giving a cumulative repeat rate of 39.6%. repeat rate is below the target for 20/21. The MARAC has continued to operate during the pandemic period on a virtual basis and has adapted to this change.	There is further activity to ensure that the repeat rate domestic abuse rate reduces further during 2021/22 including multi agency case auditing and further investment into support services following the introduction of new legal duties within the Domestic Abuse Act.
Hate Crime Incidents	In total there have been 329 recorded incidents of hate crime during 2020/21, this is above (better than) the target of 290 incidents set for the year as the partnership continues to encourage the reporting of this historically under-reported crime. Quarter 4 recorded a significant rise in reports.	The Hate Crime Partnership Board continues to promote the reporting of hate crime. The Board meet quarterly to review performance and has now also developed a new approach to responding to cases. Awareness raising, campaigns and training are key aspects of raising performance in this area and all are planned activities for 2021.
Anti-social behaviour incidents	In total, 6,063 incidents of anti-social behaviour have been recorded during 2020/21, below the target of 6,400. Whilst this is positive, set against the pandemic and the significant proportion of incidents relating to Covid-19 breaches or non-compliance, this makes the outturn position for the year difficult to compare to previous years	Despite the restrictions impacting on the ability to deliver physical interventions, the Safer Communities Team have undertaken enhanced social media campaigns #ReadytoRespect and partnership working across the agencies has resulted in responses to reports and issues raised. A new operational meeting has been established in partnership with the Local Policing Team to ensure that there are co-ordinated responses to anti-social behaviour. The additional capacity from a dedicated Anti-Social Behaviour Officer is also having a positive impact on the response to requests for assistance.
Children Killed or Seriously Injured in Road Accidents	The number of child casualties is a combined Merseyside indicator. The target profile has been retained to achieve the overall vision contained in the Liverpool City Region Road Safety Strategy 2017-2020 for "A reduction in the numbers of those killed and seriously injured to fewer than 400 by 2020, with the ultimate vision of a future where no-one is killed on Merseyside's roads and the injury rate is reduced." The trend has always been downwards if slightly above the set target for each year. The final	See commentary on People Killed or Seriously Injured in Road Accidents.

	target has been achieved and is almost certainly the result of the lockdown periods.	
--	--	--

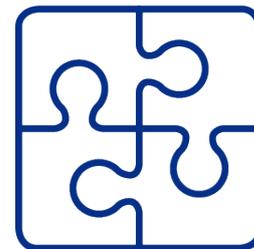
**Which indicators require improvement and what action is required?**

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
Children and Young People Reoffending	Youth reoffending rates remain a challenge, with the latest year end data showing a reoffending rate of 47.4%, an increase on the rate of 40.7% in the previous year.	Reducing reoffending continues to be our most challenging area of performance and efforts remain in terms of developing interventions and partnership approaches that target those children most at risk of doing so. The pandemic has impacted on the delivery and reach of several key pieces of work in relation to this performance indicator over the last year. The Service continues to deliver training briefings to partners on a quarterly basis with the aim of encouraging them to utilise a restorative approach in their own work with children and families.	The YJS and partners work will become more embedded and impact on the re-offending rate and we will see a gradual reduction in re-offending.
Looked After Children receiving a substantive outcome from the Youth Justice System	2020/21 has seen an overall drop in Looked After Children within the caseload and this is promising given the concerning rise at the end of 2019/20. Over the year 2020/21, a total of 35 St Helens children received a substantive outcome and of these 7 were Looked After Children of St Helens, giving an outturn for the year 2020-21 of (20%). This compares to 29% in 2019-20 and therefore represents a significant improvement in this area of performance.	The reasons for the improvement in performance are thought to be two-fold. Proportionately, we have less children coming through the system this year due to the impact of the pandemic on the Criminal Justice System; therefore, we would expect that less of these children would be Looked After. That said, we are also dealing with Looked After Children at a much lower level within the service at the prevention/diversion end of the service, which is excellent in terms of a shift for managing and supporting our Children Looked After to desist from criminality. Work is ongoing to improve	The expected impact of ongoing action is to further reduce the number of Looked After Children receiving a substantive outcome from the Youth Justice System.

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
		relationships with Children’s homes in the borough and our diversion work will continue.	
<p>People Killed or Seriously Injured in Road Accidents</p>	<p>Although St Helens outturn of 54 is above the target set of 44, the overall trend continues downwards. Across Merseyside indications are that the combined authority will achieve its overarching target of 400 by 2020.</p> <p>The 2020/21 outturn is still to be validated by DfT but is showing an 18% reduction on the previous year's figure of 66. There does not appear to be any common reason for the incidents and no clusters or hot spots that can be readily engineered out.</p>	<p>The LCR Combined Authority are currently refreshing the LCR Road Safety Strategy in conjunction with the Merseyside Road Safety Partnership and the Police with a Vision zero approach to Road Safety in the new strategy. Our priorities remain the 4 E's - Education, Encouragement, Enforcement and Engineering. The collision data will provide information on how best to address performance by identifying trends and Thematic groups. The past year has been unprecedented and restricted the 4 E's approach to Road Safety.</p> <p>Moving forward the intention is to review our Strategy in line with the LCR Road Safety Strategy for a consistent approach and target cluster accident sites. In terms of the 4 E's we will carry out the following in the next 12 months.</p> <ul style="list-style-type: none"> <li>• Education - Assess collision data to target Thematic groups and trends. Review how we deliver Education to Schools and groups - online, social media etc. Cycle training with Bikeability.</li> <li>• Encouragement - LCR Bus Back Better campaign to encourage people to travel by bus, work with communities - safer roads watch</li> </ul>	<p>The expected impact of the review of the Road Safety Strategy is a continuation of the downward trend in people killed or seriously injured in road traffic accidents.</p>

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
		<p>campaign. Drink and Drug Drive campaign.</p> <ul style="list-style-type: none"> <li>• Enforcement - Work with the Police on targeted enforcement, speed camera's and internal civil enforcement to deter dangerous parking.</li> <li>• Engineering - introducing safer crossing points / new junctions / traffic calming etc. Submitting bids for Major Engineering measures to improve road safety at junctions.</li> </ul>	

## Priority 4 - Support a strong, diverse, and well-connected local economy.



### Objectives

- Invest to grow, attract, and create more businesses and jobs.
- Improve skills and access to employment.
- Redevelop our town and district centres.
- Provide the right homes, in the right place, at the right cost.

### Overview of priority performance

A total of 16 indicators were reported at outturn 2020/21.

Total PIs	On target	Off target	Within 95% of target	Data gaps
16	10	5	1	0
Total PIs where Trend can be determined		Improving	Worsening	Same
16		7	8	1

### Inter authority data.

The latest available picture of comparative performance available for 4 indicators relates to verified nationally published data for the financial year 2019/20. The comparators used are the 16 authorities within the CIPFA nearest neighbour's family group. The latest employment rate continues to be top quartile within the family group, an improvement on the 2018/19 position. Planning performance remains strong comparatively and locally, performing at its maximum level. Adult skills at levels 2 and 3 have improved and retain top quartile performance relative to the family group.

**Priority 4 - Support a strong, diverse, and well-connected local economy.**

Tier	Ref	Performance Indicator	Higher / Lower is better?	19/20 Outturn	20/21 Target	Q1	Q2	Q3	Outturn	% Variance from Target	Trend	Comparative Performance
						June	Sept	Dec	Mar			
Tier 1	G&P-01	Employment rate	Higher	74.5	74	74	75.4	74.8	76.2	2.97%	↑	1st Quartile
	G&P-06	Retail vacancies - St Helens Town Centre	Lower	20.9	14	20.9	28.96	26.07	26.73	-90.93%	↓	N/A
	G&P-09	Net increase in dwellings	Higher	758	434	98	269	350	646	48.85%	↓	N/A
	G&P-30	New Employment floorspace	Higher	144,512	25,000	-	894	-	5784	-76.86%	↓	N/A
	HS-01	Long term empty homes (New Homes Bonus)	Lower	933	920	-	-	-	1217	-32.28%	↓	N/A
Tier 2	G&P-05	New business registrations	Higher	635	750	-	-	-	885	18.00%	↑	N/A
	G&P-12	Major planning applications determined within timescale	Higher	100	100	100	100	100	100	0.00%	↔	1st Quartile
	G&P-12a	Minor planning applications determined within timescale	Higher	96.8	94	96.5	96.21	94.3	94.9	0.60%	↑	N/A
	HS-02	Long term empty homes	Lower	1166	1,300	-	-	-	1444	-11.08%	↓	N/A
	HS-03	Vacant dwellings returned to occupation or demolished	Higher	102	50	9	19	38	49	-2.00%	↓	N/A
	HS-06	Families living in temporary accommodation	Lower	63	64	21	34	47	58	9.38%	↑	N/A
	HS-08a	Weeks spent in B&B accommodation for households in priority need	Lower	0	12	0	10	9.7	13.3	-10.83%	↓	N/A
	HS-08b	Weeks spent in temporary accommodation (not B&B/refuge) for households in priority need	Lower	12.7	16	14	14	13.4	12.3	23.12%	↑	N/A
	E&S-26	Adults qualified to level 2 or higher	Higher	73.9	73	-	-	-	78.8	7.95%	↑	1st Quartile
	E&S-27	Adults qualified to level 3 or higher	Higher	53.9	49.5	-	-	-	57.4	15.96%	↑	1st Quartile
	HS-09	Households assisted to reduce fuel poverty	Higher	861	450	135	298	517	764	69.78%	↓	N/A

**Which indicators are performing well?**

Indicator Description	Why is it performing well?	How will performance be sustained? Are there any risks to performance?
Employment rate	The rate of employment (working age population) has increased to 76.2% at year end. The data period is January 20 - December 20. St. Helens employment rate is currently higher than the North West (74.2%) and England (75.7%) averages.	<p>There will be continued support for employment initiatives and job creation. In particular, the Ways To Work programme will continue to work with partners to deliver employment support for residents and recruitment support to local businesses. Ways To Work Centres will open in St Helens and Earlestown town centres as bases to work alongside key partners such as Jobcentre Plus and Career Connect. Alongside this, work will continue to deliver key strategic investments in the borough that will support the creation of new jobs.</p> <p>The key risk to performance lies in the performance of the economy, national and local, especially in the context of the impact of the pandemic and Brexit in the coming months and years.</p>
New Business Registrations	The number of new business registrations reported at outturn 2020/21 is 885. The data period is December 2019. The number of new business registrations has increased by 250 compared to the previous data period (2018). Although, the number of business deaths is slightly higher than previous years, the overall number of active businesses has still increased by 390 compared to the previous year. Data is time lagged and as such it is too early to determine the effects of the Covid-19 pandemic and lockdown restrictions on the number of active businesses in the Borough.	<p>This data is pre-pandemic. There is an expectation that business deaths will rise due to the economic shock of Covid-19, but also that new business registrations may also rise as the pandemic has given rise to entrepreneurship opportunities and new growth markets.</p> <p>Support for new businesses will be provided in the form of grants where they are available. We will continue to work alongside partners to deliver business support, advice and reskilling. The Chamber will have a key role in supporting entrepreneurship in the borough. The implementation of the upcoming Economic Reset and Recovery Plan will support new businesses across a range of initiatives.</p>
Net increase in dwellings	There were 296 net dwelling completions during the fourth quarter of 2020/21, with 160 of the total being affordable housing (around 54% of the total). This gives a total of 646 net dwellings completed for 2020/21. In comparison for 2019/20, there were	Engagement with housing developers across the Borough to track market performance is to be introduced in the service. To provide live information on the challenges facing the housing sector. At present the largest challenge to the sector is the

Indicator Description	Why is it performing well?	How will performance be sustained? Are there any risks to performance?
	758 completions, in 2018/19 there were 775 completions and in 2017/2018 there were 448 completions. There are 311 units currently under construction across the borough.	supply of materials. We continue to work with the Liverpool City Region Combined Authority and Homes England to secure brownfield financial support to ensure we focus housing delivery on urban areas first. Significant funds have been secured for the Moss Nook site.
Level 2 Adult Skills	The percentage of the population aged 16-64 years qualified to Level 2 and higher now stands at 78.8%, almost a 5% increase on the previous year. The data period for the 2020/21 outturn figure relates to January 20 - December 20. Performance has improved by almost 19% in 10 years. St Helens performance at Level 2 is now better than the North West (76.9%) and England (78.2%) averages.	Continued support for adult skills will be delivered through a diverse network of providers, including the Council's Adult & Community Learning services, schools, colleges, and across the third sector. This includes provision of courses but also traineeships and apprenticeships.  New initiatives are in the pipeline such as the Clean, Green and Advanced Manufacturing Skills for the Future bid for the Community Renewal Fund which is a partnership approach to delivering new skills and career support.
Level 3 Adult Skills	The percentage of the population aged 16-64 years qualified to Level 3 or higher has increased to 57.4% at the end of 2020/21, which is 3.5% higher than the previous year. The data period for the 2020/21 outturn data is January 20 - December 20. Performance is improving, an increase of almost 30% in 10 years. Although, performance is not yet in line with the NW (58.2%) and England (61.3%) averages.	
Major & Minor planning applications determined within timescale	Both planning indicators continue to perform strongly and meet annual targets. 100% of major planning applications were determined within timescale and 94.9% of minor applications were determined within timescale.	The positive relationship with developers and planning agents will continue we will introduce customer feedback in the next quarter to provide learning opportunities for the service and we will publish service standards to manage the expectations of customers. We will also at the end of the financial year conduct a review of development to ensure we are achieving the desired quality of development in the Borough
Fuel poverty	During 2020/21, the Affordable Warmth and Welfare Outreach team have continued to provide services to support highly vulnerable residents contributing to a reduction in fuel poverty within the borough, despite Covid-19 restrictions limiting face to face contact. The services assisted 764 households, assisting clients to access emergency heating repairs/boiler replacements	The team will continue to provide support and advice about grants and funding schemes available.

Indicator Description	Why is it performing well?	How will performance be sustained? Are there any risks to performance?
	<p>via Housing financial assistance (accessing Energy Company Funding where possible) and the Housing emergency fund.</p> <p>The Affordable Warmth &amp; Welfare team have also been assisting clients with welfare benefit advice to maximise income; and providing general energy efficiency/affordable warmth advice over the phone. The number of properties assisted is above the anticipated target due to successful integration of Affordable Warmth and Welfare Benefits teams to include income maximisation within Fuel Poverty reduction work. This year the welfare staff dealt with 541 enquiries for advice and have secured in excess of £1.5 million worth of annual benefit gains and arrears for vulnerable residents. The Affordable Warmth service has provided; Emergency Fund works to 141 properties where householders were at risk of ill-health or hospitalisation. Installed 50 major heating improvements (boiler replacement / central heating). Also assisted 17 properties with insulation measures via the Council's scheme and provided 45 ECO Flex declarations for households to access Energy Company Schemes for heating and/or insulation.</p>	
Homeless families in temporary accommodation	58 households with children/pregnant female were accommodated over the course of the year. The annual target was met. Despite sustained periods of service interruption due to the pandemic resulting in a lack of move on from temporary accommodation, the service has managed to perform well against this target. This was delivered via partnership working and use of alternative options such as utilising the private rented sector to reduce the time spent in temporary accommodation at this time.	Whilst the current national lockdown has not resulted in total service interruption, there will be an impact on the availability of properties and therefore throughput from temporary accommodation. However, the service will continue to explore and secure alternative accommodation for families during this time.
Weeks Spent in Temporary Accommodation Non-B&B for	The annual target of 16 weeks or less for families assessed as being owed the relief duty living in temporary non-B&B accommodation was met. The annual outturn was 12.3 weeks. Despite the inevitable impact of the Covid-19 pandemic we have	The delays with availability of social housing during the pandemic have been addressed and there is now 'flow' in the system to allow quicker move on and reduced time spent in temporary accommodation. Regular contract monitoring of the Under One Roof housing allocation scheme will continue during 2021/22.

Indicator Description	Why is it performing well?	How will performance be sustained? Are there any risks to performance?
Families in Priority Need	worked tirelessly with housing providers to move people into alternative long-term accommodation as quickly as possible.	

**Which indicators require improvement and what action is required**

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
Long-term empty homes and Long-term empty homes (New Homes Bonus)	The outturn for the long-term empty homes indicator gives the overall number of all long-term vacant properties in the Borough excluding second homes. The New Homes Bonus measure only includes properties that have been vacant for over 6 months and a more limited amount of exclusion clauses. These figures are a direct result of market and economic forces outside the Council's control which enable private house owners to sell/reoccupy their properties.	<p>The data reported is higher than the target of 1300 and reflects the effects of Covid-19 lockdown on the property market and the restrictions imposed on owners with regard to marketing/ refurbishing their properties. Whilst the third lockdown did allow for housing transactions, the housing market still experienced severe barriers due to the restrictions that remained in place.</p> <p>Over the next 12 months, the Empty Homes Service will continue to engage homeowners to try and reduce the number of empty homes.</p>	At present, the future impact cannot be estimated as the market continues to be impacted by the pandemic, however the service will continue to implement existing strategies to engage owners.
Vacant properties returned to occupation or demolished	The outturn of 49 which includes one property which has been demolished, narrowly missed the target of 50. Performance reflects ongoing support and liaison provided to property owners to bring their homes back into use, despite significant barriers to the housing market due to Covid-19.	The Empty Property Officer continues to progress with a caseload, and it is positive that the service can enable the return of properties to the local market.	The Service has returned to 'business as usual' including site visits and letters to owners which was challenging during the pandemic. Targets have been increased accordingly for returning long term empty properties to use.

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
Town centre retail vacancies	Nationally, the vacancy rate in retail is now 13.2 per cent, according to the Local Data Company. In St Helens it is double that standing at nearly 27% at year end. St Helens like the rest of the country has endured a combination of the explosion in ecommerce together with the pandemic and its impact on offices and retail is prompting a wide-ranging rethink about what the purpose of the town centre will be in the future.	Development of Masterplans with ECF will provide a framework for the redevelopment of the town centres.  A project team is working with the Combined Authority to deliver projects under the LCR Town Centre Fund. An advice hub in the Town Centre has been created. A significant element is support to business to access relevant grants. The Council continues to support businesses with grant support and business advice.	The ECF masterplan will deliver a 20-year Borough Wide Transformation Agenda.
New Employment Floorspace	A gross total of 4890m2 new employment floorspace has been completed since the previous survey in September 2020 and this brings the final gross total for 2020/21 to 5784m2. There has also been a total gross loss of 9976m2 of employment floorspace for 2020/21. The development at Bold Industrial Park Neils Road Bold is now complete, the erection of 3 industrial units have contributed 700m2 to new employment floorspace. The B2 development at Bahama Road, Haydock Industrial Estate delivering 942m2 is now complete. The application for 4 St Michaels Road which involved a change of use from D2 to B1 is now complete, this added 2027m2 of new employment floorspace. There was a notable loss at the Lords Fold site (P/2020/0581) of 8692m2 of B1 floorspace. This site now has permission of 55 dwellings.	The development at Gerard's Park is now under construction and the application for a new unit to be constructed at 14 Reginald Road is also under construction which will eventually add 5510m2 of B8 Floorspace.  The Council is awaiting decisions for logistics developments at the former Parkside Collier (Phase One) and Haydock Point following public inquiries held at the beginning of 2021. It is worth noting that two other logistics developments located in Wigan and Bolton that were called in for a decision by the Secretary of State at the same time were granted planning permission earlier this week.  The current development plan for St Helens is out of date and in any case allocates only 37 hectares of employment land. The St Helens Borough Local Plan Submission Draft (2019) proposes to uplift	Whilst the outcome of the public inquiries and examination of the local plan are not yet known, allocation of additional land for employment will significantly uplift the amount of land available for logistics and other employment uses in St Helens.  Should planning permission be granted for the two schemes under consideration, we expect detailed applications on the sites concerned to be forthcoming in the near future.

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
		<p>provision to 215 hectares. The plan is subject to examination by independent inspectors at present and hearings sessions are now complete.</p>	
<p>Weeks Spent in Temporary B&amp;B Accommodation for Families in Priority Need</p>	<p>The annual target of 12 weeks was not met with families in priority need spending a total of 13.3 weeks in B&amp;B accommodation. Despite all best efforts to move people as quick as possible, delays have been unavoidable. One household was unable to move into any other temporary provision and also had to self-isolate when they had an offer of alternative accommodation, whilst some have experienced delays due to void works which have been impacted by Covid-19 restrictions on works being commenced.</p>	<p>The Housing Options Service continues to focus on homelessness prevention but in circumstances where this is not possible, there is a focus on ensuring that time spent in temporary accommodation is reduced.</p>	<p>The target was exceeded by 1.3 weeks above the target of 12 weeks. The delays in availability of social housing during the pandemic have been addressed and there is now 'flow' in the system to allow quicker move on and reduced time spent in temporary accommodation</p>

## Priority 5 - Create a green, thriving, and vibrant place to be proud of.

### Objectives



- Reduce our carbon footprint and impact on the local environment.
- Provide green and attractive open spaces for people to visit and enjoy.
- Create a thriving, diverse cultural offer, and pride in our Borough.

### Overview of priority performance

A total of 10 indicators were reported at outturn 2020/21.

Total PIs	On target	Off target	Within 95% of target	Data gaps
10	4	4	2	0
Total PIs where Trend can be determined		Improving	Worsening	Same
10		1	7	2

#### *Inter authority data.*

The latest available picture of comparative performance relates to verified nationally published data for the financial year 2019/20. The comparators used are the 16 authorities within the CIPFA nearest neighbours' family group. The latest comparative picture of performance for the 4 indicators, where this can be determined, is mixed, with 1 indicator in the first quartile, 1 in the second and 1 in the third and 1 in the 4<sup>th</sup> quartile.

The inter authority data comparing libraries performance is for the period 2017/18. New comparative data is not available.

Priority 5 - Create a green, thriving, and vibrant place to be proud of.

Tier	Ref	Performance Indicator	Higher / Lower is better?	19/20 Outturn	20/21 Target	Q1	Q2	Q3	Outturn	% Variance from Target	Trend	Comparative Performance
						June	Sept	Dec	Mar			
Tier 1	ENV-01	Greenhouse gas emissions	Lower	13.5	12.5	-	-	-	12.8	-2.40%	↑	N/A
	ENV-02	Household waste recycled	Higher	38.39	37	37.3	32.4	32.4	32.37	-7.51%	↓	4th Quartile
	ENV-11	Principal roads where maintenance should be considered	Lower	2	5	-	-	-	2	60.00%	↔	1st quartile
Tier 2	ENV-03	Household waste collected for landfill	Lower	468.05	490	463.97	527.16	544.96	567.88	-15.89%	↓	2nd Quartile
	ENV-06	Land and highways with acceptable levels of litter	Higher	95	95	94	94.9	94.5	94.4	-0.63%	↓	N/A
	ENV-07	Flytipping incidents	Lower	1,817	1,900	593	1057	1454	2060	-8.42%	↓	3rd Quartile
	ENV-20	Satisfaction with St Helens Highways	Higher	54	53	-	-	-	54	1.89%	↔	N/A
	CC-01	Library visits	Higher	3,058	1,000	115	295	429	1507	50.59%	↓	3rd Quartile
	CC-02	Active library members	Higher	141	50	135	126	118	109	118.00%	↓	1st Quartile
	CC-16	Visits to Sports Centres	Higher	1,200,295	300,000	Sports Centres closed due to Covid-19 restrictions		66659	195310	269081	-10.30%	↓

Which indicators are performing well?

Indicator Description	Why is it performing well?	How will performance be sustained? Are there any risks to performance?
Principle Road Condition	The outturn figure for 2020/21 is the SCANNER figure for 2018/19. The Combined Authority was moving to an alternative survey method, Annual Engineer's Inspection (AEI), for the Key Route Network (KRN). Our Principal Road Network (PRN) makes up the KRN except for about 5km and it did not make sense to run SCANNER for that short length, so AEI is being used for all the PRN. AEI is an accredited survey, but the resulting number is not comparable directly to the SCANNER survey. After the foregoing, a video survey method is now being considered which again reports a figure that is not compatible with SCANNER.	The condition of the public highway and footways will be maintained by following good Highway Asset Management principles. Maintenance work programmes will be based on sound condition data collected about the highway assets to ensure the limited funding is effectively directed where it is needed. The programme will be a mixture of preventative treatments to extend the life of the highway and resurfacing schemes where needed.
Satisfaction with St Helens' Highways	Overall annual satisfaction remains the same as last year at 54%. St. Helens' headline public satisfaction results in this year's survey range from a high of 67% for 'Street lighting', to a low of 37% for 'Traffic management', with the majority of results over 50%. Looking at the overall change in results from last year, satisfaction improved or stayed the same for 13 indicators and declined for the other 9 indicators. The best year on year change in satisfaction for an individual indicator was recorded for 'Community transport' which saw a change of 5% while the indicator with poorest change in satisfaction was 'Pavements & footpaths' which recorded a change of -4%.	<p>The NHT survey is carried out each year and is providing enough data to show a trend. Although the headline satisfaction is reported as the PI, the survey provides satisfaction for a number of specific areas e.g. roadworks, congestion. Satisfaction results are analysed and allow actions to be taken to improve those which residents consider are poor.</p> <p>Some of the actions being considered include:</p> <ul style="list-style-type: none"> <li>• Promoting Active Travel schemes to improve satisfaction for cyclists.</li> <li>• Developing a borough-wide Parking Strategy improve parking satisfaction.</li> <li>• Considering how to enforce pavement parking if Central Government implement new Pavement parking legislation. Currently we do not have powers to enforce.</li> <li>• Congestion at roadworks will continue to be monitored. It is possible that some dissatisfaction may be due to the recent major junction improvement schemes in the</li> </ul>

Indicator Description	Why is it performing well?	How will performance be sustained? Are there any risks to performance?
		Borough on the A580 and A570 and may only be a temporary effect therefore.
Active Library Members	The revised annual target of 50 active library members per 1,000 population was well exceeded with an outturn of 109. Most libraries remained closed since March 2020, with only five libraries opening as and when lockdown restrictions eased. This has reduced availability of service. However, online library membership has boomed this year; the only way people could join and use the e-library was via joining online and so the target has been exceeded, despite the challenges of the last year. This demonstrates that there is still a demand by residents for Library Services, albeit largely digital this last year.	There is a clear roadmap for re-opening libraries from April, so it is hoped that visitors will return to pre-pandemic levels soon.  A draft Libraries Strategy, setting out the strategic direction of the service over the next five years, was presented to Cabinet on 26 May 2021. The draft Library Strategy balances the delivery of national outcomes, with Borough priorities and service ambitions. It considers the evolving needs of the Borough's residents, current customer trends and customer feedback and the need to deliver the service with a reduced budget. The draft strategy is now subject to a 12-week public consultation period.
Library Visits per 1,000 population	The revised annual target was exceeded by 50%. Despite the challenges of the last year, there have been over 268,000 visits to libraries. Visits to the new St Helens library exceed all expectations, it has outperformed all other open libraries threefold. Visits to the online library services continued to go up, with customers using these services whilst their physical libraries remained closed. The Home Delivery Library Service and Schools Library Service both operated most of the way through the last year, taking on new customers with great demand for service.	

**Which indicators require improvement and what action is required?**

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
Greenhouse gas emissions	Overall St Helens Council's GHG emissions have reduced by 51% compared to the baseline year of 2009/10.  There was a 5% reduction in GHG emissions in 2019/20 from the previous year, but the annual target was not met.	The establishment of a Climate Change Commission for the Borough of St Helens and the creation of a Climate Change officer role will coordinate activity to work towards the Council's commitment to	Identification of a Council asset investment and rationalisation programme will help to provide a platform for long term reduction of carbon for the Council.

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
	<p>Emissions from electricity in corporate buildings are 58% lower than the baseline year and 9% lower than last year. Emissions from street lighting are 66% lower than the baseline year and 9% lower than last year.</p>	<p>achieve zero carbon status ambition by 2040.</p> <p>A review of the Councils' Corporate estate will be start in the fourth quarter this will identify the condition of the Councils asset base and identify investment requirements and rationalisation.</p> <p>The waste review has commenced and will consider the issue of the Councils waste vehicle fleet, a reduction in greenhouse gas vehicle emissions will be one of the factors under consideration.</p>	
<p>Land and highways with acceptable levels of litter</p>	<p>The annual outturn at 94.4% narrowly missed the target of 95%.</p>	<p>Ongoing action to address levels of cleanliness include:</p> <ul style="list-style-type: none"> <li>• Assistance from other operational services such as parks and grounds maintenance to ensure a more reactive approach.</li> <li>• A continued focus on known hotspots. (e.g. fly tipping and known hotspots).</li> <li>• A continued focus on education and enforcement initiatives, particularly through social media.</li> </ul>	<p>The level of monitoring and inspections will remain the same to keep track of progress and improvements. It is hoped that action ongoing to educate and enforce will ensure a small improvement in performance that will allow the future target to be achieved.</p>
<p>Fly tipping incidents</p>	<p>The levels of fly tipping failed to achieve the target by 8.42%, with levels increasing by 13% compared to the previous year. Performance was impacted by the pandemic and lockdown because the previous 4 years showed a gradual decrease. Over the course of the year there were 61 Fixed penalty Notices issued, unfortunately none were issued between</p>	<p>A scrutiny review was conducted in Q3 to raise the profile and impact of fly tipping and explore how we can improve performance.</p> <p>A media campaign has been launched to encourage residents to take care of their environment and coincides with a programme of enforcement activity. This will be focussed on hotspots throughout the</p>	<p>A reduction in the incidence of fly tipping incidents and increased resident satisfaction with levels of cleanliness in the borough and the council's response.</p>

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
	<p>April and July due to Covid-19 restrictions on contact with the public. Statutory notices/warning letters that are usually posted by the Community Service teams were not undertaken for a large part of the year.</p>	<p>borough with the introduction of mobile CCTV to both catch perpetrators and act as a deterrent.</p>	
<p>Visits to Sports Centres</p>	<p>Visits to sports centres failed to meet the revised annual target by 10%. 2020/21 has been a very difficult year for the Leisure Service with significant disruption caused to customers and service delivery due to the Covid-19 pandemic. This resulted in 3 periods of lockdown which seriously impacted on attendances. Despite this recovery has been very strong each time we came out of lockdown and the final outturn of 269,081 is very encouraging. Staff have been extremely adaptable and managed to create different methods of service delivery such as live streaming and pre-recorded content, outdoor Fitness sessions and personalised training programmes, all of which have proved to be very popular with customers.</p>	<p>For much of 2020/21 the Sports Centres were closed, over the course of the year the facilities closed then re-opened on a total of three occasions.</p> <p>When open covid measures meant that customer numbers had to be restricted.</p> <p>Plans are now in place for a phased return to full capacity and the early signs are extremely positive with new customers choosing to use Council facilities stating they feel the environment is safe and controlled.</p> <p>The opening of a new 3G pitch at Sutton will also contribute to the services recovery</p>	<p>The service will gradually return to full operational capacity over the course of the year.</p> <p>The recovery roadmap will see restricted access during at least the first quarter, but it is hoped that the centres will return to full capacity by the third quarter of the year.</p> <p>2021/22 Targets have been adjusted to reflect the implementation of the agreed recovery plan.</p>

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
<p>Household Waste Collected for Recycling &amp; Household Waste Collected for Landfill</p>	<p>Recycling levels saw a 6% reduction during 2020/21 compared to the previous year. Conversely, levels of household waste collected for landfill saw a 21% increase on levels in the previous year. The effects of Covid-19 have disrupted performance in 2020/21, mainly due to the numbers of people now homeworking or furloughed, which has increased the volumes of waste presented for collection. Increasing tonnages of waste collected during the pandemic are being reported across the country and may become a longer-term consequence of more people working from home.</p>	<p>The Recycling and Waste team will work with Marketing and Communications to promote the issues of recycling and waste reduction, the costs to the authority and suggest ways in which residents can reduce waste placed in brown bins for disposal. A new Waste Strategy, including a waste minimisation plan is being developed.</p>	<p>Reducing levels of waste (brown bin) sent for disposal, combined with increased levels of collected recycling, would lead to an increase in our recycling rate and a potential reduction in our waste costs.</p> <p>The new Waste Strategy will reflect our environmental performance in terms of the recycling rate and rates of waste sent for disposal. It will also reflect financial costs / income to the authority and the aim of improving our carbon performance.</p> <p>One of the main aims of the new 'Strategy will be to promote waste reduction, reducing collected tonnages overall.</p> <p>.</p>

## Priority 6 - Be a modern, efficient, and effective Council.



### Objectives

- *One Resident* - We will deliver an improved customer experience for residents, businesses, and partners, ensuring that the culture of the whole council places the customer at the centre of all we do.
- *One Digital* - We will invest to create a modern, digital workplace and infrastructure capable of changing the way we work and the services we deliver to better serve our customers, residents, and communities.
- *One People* - We will ensure our workforce is fully valued, empowered and supported; being equipped with the skills and knowledge necessary to support the delivery of our strategic priorities.
- *One Message* - We will work together as one council to communicate effectively to build and support meaningful, positive relations within the council, with our customers and across communities.
- *One Space* - We will work collaboratively with partners to ensure that the buildings, land, and spaces that we have are used effectively and efficiently to promote positive change within the council and across our communities.
- *One Budget* - We will look to deliver a sustainable budget strategy focussed on the delivery of our strategic priorities and the outcomes and services that matter most to our residents and communities.
- *One Practice* - We will ensure modern, transparent, and clear governance arrangements that support strong political leadership, decision making and new collaborative ways of working.
- *One Outcome* - We will promote a culture that prioritises performance management and in which everyone takes responsibility for performance improvement at individual, service, and organisational level.

### Overview of priority performance

A total of 4 indicators were reported at outturn 2020/21.

Total PIs	On target	Off target	Within 95% of target	Data gaps
4	1	1	2	0
Total PIs where Trend can be determined		Improving	Worsening	Same
4		1	3	0

#### *Inter authority data.*

The latest available picture of comparative performance for the Council Tax and Business Rates collection relates to verified nationally published data for the financial year 2019/20, with St. Helens' performance in the 4<sup>th</sup> quartile for both indicators. The comparators used are the 16 authorities within the CIPFA nearest neighbour's family group. The latest published comparative data for sickness absence relates to 2016/17.

**Priority 6 - Be a modern, efficient, and effective Council.**

Tier	Ref	Performance Indicator	Higher / Lower is better?	19/20 Outturn	20/21 Target	Q1	Q2	Q3	Outturn	% Variance from Target	Trend	Comparative Performance
						June	Sept	Dec	Mar			
Tier 1	CS-01	Council Tax collected	Higher	94.8	95.7	26.8	52.5	78.7	93.65	-2.14%	↓	3rd Quartile
	CS-02	Sickness absence	Lower	9.25	7.6	1.86	3.26	5.53	7.93	12.86%	↑	1st Quartile
	CS-03	Non-domestic rates collected	Higher	95	97	30.9	51.1	78	92.34	-4.71%	↓	4th Quartile
	CS-14a	Customers satisfied with Contact Centre	Higher	78.7	85	76.4	76.6	71.62	74.5	-12.35%	↓	N/A

### Which indicators are performing well?

Indicator Description	Why is it performing well?	How will performance be sustained? Are there any risks to performance?
Sickness absence	Sickness absence rates are on target and lower than last year. Agile working has appeared to enable people to remain in work given their ability to engage remotely. This alongside the increased flexibility afforded has allowed people to avoid a period of absence and maintain continuous working. Improvements have been noted also in some front-line services and we are confident that reporting is accurate given the monthly returns of absence and processes being carried out effectively.	Agile working testing and vaccinations will increase the confidence in staff attending work. HR will maintain dedicated officer focus on attendance management and Occupational Health will continue to support and prioritise as required.  Phased restructures have historically impacted on absence figures and it is anticipated that this may increase absence levels as Phase 3 continues.

### Which indicators are requiring improvement and what action is required?

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
Council Tax and Non-Domestic Rate in-year collection rates	Council tax and business rates receipts were within 95% of target in 2020/21. This is despite the suspension of normal debt recovery arrangements during the year due to the coronavirus restrictions and impact on taxpayers and businesses. Whilst business within the retail, hospitality and leisure sectors benefited with £21.1m of coronavirus reliefs these were not applied to other sectors, which also experienced financial pressures during this period.  Due to Covid-19 restrictions, normal recovery work was suspended at the beginning of the financial year and again during the recent national restrictions	The service has issued soft reminders and has reviewed the wording of recovery documents to promote engagement with residents and businesses during the period.  Work is continuing to promote the take-up of Council Tax Reduction to eligible residents.  Additional, targeted recovery is being undertaken and a recovery plan has been drawn up.	As a result of the situation over 2020/21 the year-end targets were not met. This is a similar position to neighbouring local authorities that have similarly seen reduction in collection rates.  This may place further pressures on future in-year collection rates as prior year debts are collected.

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
	<p>during November 2020. This has had a direct impact on in-year collection rates.</p> <p>Magistrates Court liability order hearings were suspended in March 2020, only resuming in late January 2021. A liability order is required to undertake further recovery action, including applying attachments to earnings. However, a total of £91.5m in Council Tax was collected in 2020/21, an additional £1.9m compared to the previous financial year.</p>		
<p>Customer satisfaction with the Council</p>	<p>Customer satisfaction at the first point of contact with the Council via the Contact Centre did not meet target. Whilst this is disappointing, it does suggest that perhaps the target was too ambitious, particularly during the pandemic period.</p> <p>On average we have performed at 74.5% satisfaction. Satisfaction was highest at the peak of the pandemic, but then dropped as we tried to deliver our 'normal' services. We believe that our residents have had more access to us due to the impact of the pandemic and an extraordinary year.</p> <p>In addition to residents requiring reassurance throughout the pandemic, Council services also showed signs of strain with staff and their families being affected by the virus, resulting in self-isolation and due to that fact, staff are unable to fulfil their role, particularly if this is in a frontline capacity. We have also</p>	<p>Residents / Customers contacting our frontline Contact Centre team do so to request a service or tell us that the service requested has not been delivered in the main. Satisfied customers, usually those whose requested service has been delivered, will be happy with the service given, those who have not would score us poorly.</p> <p>The key to improvement is to realise our customers' expectations, and use direct communication channels to respond to them, as we do see a different attitude when we engage with them. This could be better served with weekly reviews on contacts and as such identify where issues have occurred, with a view to learn and improve where circumstances allow.</p> <p>A new Customer Service Strategy and Customer Service Standards have been developed.</p>	<p>The Customer Service Strategy and Customer Service Standards Policy once implemented will ensure a more consistent approach to customer service. For the latter part 2021/22 we hope to see a marked improvement in our residents' perception and experience of our services, as our new interactive digital platform is implemented.</p>

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
	<p>had staff redeployed to other services in attempts to keep key services up and running, which in some but not all, could affect the way those services are delivered.</p> <p>Our survey is responded to by a very small cohort of residents and tends to reflect our overall service delivery. On requesting services, we would tend to see a good response to the frontline service, but the actual delivery of some services, and for different reasons, some beyond our control; are reflected in the public perception of their experience with us. The impression of our first contact, are many fold and very dependent upon the issue the resident is raising and how important it is to them. If we were unable to give them the response that they require, or if the service requested is not delivered to their satisfaction this could reflect their overarching response to our service.</p>		