



**ST HELENS**  
BOROUGH COUNCIL

# Appendix 1

## Performance Report

### Quarter 3 - 2020/21

# Contents

Introduction .....	4
Performance Indicator Tables Explanatory Note.....	5
Executive Summary of Quarter 3 Performance .....	6
<b>Performance by Priority .....</b>	<b>9</b>
<b>Priority 1 - Ensure children and young people have a positive start in life .....</b>	<b>9</b>
<b>Objectives .....</b>	<b>9</b>
Performance Indicator Summary.....	10
<b>Overview of Priority Performance .....</b>	<b>11</b>
<b>What is performing well .....</b>	<b>12</b>
<b>What requires improvement and what is being done about it .....</b>	<b>13</b>
<b>Priority 2 – Promote good health, independence, and care across our communities .....</b>	<b>23</b>
<b>Objectives .....</b>	<b>23</b>
Performance Indicator Summary.....	24
<b>Overview of Priority Performance .....</b>	<b>25</b>
<b>What is performing well .....</b>	<b>26</b>
<b>What requires improvement and what is being done about it .....</b>	<b>28</b>
<b>Priority 3- Create safe and strong communities for our residents .....</b>	<b>31</b>
<b>Objectives .....</b>	<b>31</b>
Performance Indicator Summary.....	32
<b>Overview of Priority Performance .....</b>	<b>33</b>
<b>What is performing well .....</b>	<b>34</b>
<b>What requires improvement and what is being done about it .....</b>	<b>35</b>
<b>Priority 4- Support a strong, diverse, and well-connected local economy .....</b>	<b>37</b>
<b>Objectives .....</b>	<b>37</b>
Performance Indicator Summary.....	38
<b>Overview of Priority Performance .....</b>	<b>39</b>
<b>What is performing well .....</b>	<b>40</b>
<b>What requires improvement and what is being done about it .....</b>	<b>42</b>
<b>Priority 5- Create a green, thriving, and vibrant place to be proud of .....</b>	<b>43</b>
<b>Objectives .....</b>	<b>43</b>
Performance Indicator Summary.....	44
<b>Overview of Priority Performance .....</b>	<b>45</b>
<b>What is performing well .....</b>	<b>46</b>
<b>What requires improvement and what is being done about it .....</b>	<b>46</b>
<b>Priority 6 - Be a modern, efficient, and effective Council .....</b>	<b>49</b>

<b>Objectives</b> .....	49
<b>Performance Indicator Summary</b> .....	50
<b>Overview of Priority Performance</b> .....	51
<b>What is performing well</b> .....	52
<b>What requires improvement and what is being done about it</b> .....	52
<b>Conclusion</b> .....	55

## Introduction

The Council remains committed to the regular monitoring and reporting of performance information to ensure the delivery of efficient, effective and value for money services that meet the needs and expectations of the customers and communities it serves.

The Performance Report Quarter 3 2020/21 provides an analysis of progress and performance over the course of the period against each of the Council's six priorities.

The Quarter 3 Report reflects performance during the first nine months of the financial year and the impact that the Covid-19 pandemic is having on many of the Council's measures of performance.

The Council acknowledges that effective performance management arrangements are critical to supporting decision making during these challenging times. The report is presented with the caveat that work to deliver a step change in the Council's approach to performance management is ongoing (see Conclusion).

The report contains the following:

- An explanatory note to explain the data contained in the performance tables
- Summary Performance tables which provide an at a glance view of performance in relation to Tier 1 indicators in each priority and an assessment of performance compared to other local authorities, highlighting areas of strong performance and areas where improvement is required.
- Individual, more detailed sections for each of the Council's six priorities, which provide:
  - i) A summary of progress in terms of service delivery against the priority.
  - ii) A performance scorecard showing indicator performance against target in the year to date, direction of travel, a 12-month trend and where available comparative performance.
  - iii) An overview of the performance scorecard.
  - iv) A narrative summary of the performance indicators, explaining which are performing well, which require improvement, and the action(s) being taken to improve performance and the anticipated impact.
- A brief conclusion.

## Performance Indicator Tables Explanatory Note

For the tables within the report the following explanation applies:

- There are two types of performance measures:
  - Tier 1 - A set of high-level strategic indicators agreed along with the Council's key objectives and contained within the last version of the 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. The indicators will be relevant to the budget setting process covering key service areas and of interest to the wider Member audience.
- A Red, Amber, Green (RAG) rating indicates whether performance has met or exceeded target (green), did not meet target but was within a 5% tolerance (amber), or did not meet target by more than 5% (red). Where there is data but no colour, this indicates that a target was not previously set as the indicator was not hitherto reported.
- The Direction of Travel (DOT) symbol compares the most recent performance to that in the previously reported quarter, in terms of percentage variance from target. Indicating whether performance improved (arrow pointing up), was the same (sideways arrow), or was worse (arrow pointing down).
- The colour of the DOT symbol correlates as to whether the target was met (as set out above). For example, a green arrow pointing down would show that an indicator was on target for the month/quarter, but performance was down on the last reported period.
- On the individual priority tables, the '% Variance from Target' column shows the percentage variance between the latest reported data and the target for that month.
- On the individual priority tables, the Trend arrow compares St Helens performance in the current quarter to performance in the same quarter 12 months ago. An arrow pointing up indicates an improving performance trend. An arrow pointing down shows a declining performance trend. An arrow pointing sideways indicates the same level of performance.
- The Comparative Performance column provided in both the summary and individual priority tables provides a judgment (where available) on the performance of an indicator compared to a suitable family comparator groups are used and these are specified within. On this column, the following applies: Green = First Quartile i.e. the top 25%; Yellow = Second Quartile; Amber = Third Quartile; Red = Fourth Quartile i.e. the bottom 25%. *It should be noted that the quartile performance does not relate to performance within the quarter but reflects St Helens' position for the indicator against a comparator group when the last nationally verified data was published.*
- However, some caution should be applied to comparative performance data. In most instances within this report the latest comparative data compares St Helens position to peer authorities in 2019/20. It is possible that since this time the relative performance of St Helens and its comparator authorities may have subsequently changed.

## Executive Summary of Quarter 3 Performance

The table below provides an overview position of all performance measures across the Council's 6 priorities at quarter 3 2020/21, examining performance against target, Direction of Travel (DOT) i.e., whether performance has improved / worsened since last reported, and Trend i.e., whether performance has improved / worsened since the position in the same quarter 12 months ago.

<b>Total PIs</b>	<b>On target</b>	<b>Off target</b>	<b>Within 5% of target</b>	<b>Data gaps</b>
60	29	21	8	2
<b>Total PIs where DOT can be determined</b>		<b>Improving</b>	<b>Worsening</b>	<b>Same</b>
55		23	26	6
<b>Total PIs where Trend can be determined</b>		<b>Improving</b>	<b>Worsening</b>	<b>Same</b>
58		27	29	2

The table below provides an overview of performance against Tier 1 performance measures where new data was available as at Quarter 3 2020/21. The Tier 1 performance measures are those reported to Cabinet in 2019/20 recast against the priorities of the Draft Council Plan.

### Tier 1 Performance - 2020/21

Portfolio	Reference	Performance Indicator	Performance vs. Target	DOT	Comparative Performance
<b>Ensure Children and Young People have a positive start in life</b>	E&S-25a	NEET & Not Known			3rd Quartile
	CYP-01	Children in need (CIN)			4th Quartile
	CYP-02	Looked after children (LAC)			4th Quartile
	CYP-40	Children subject to a Child Protection Plan (CPP)			3rd Quartile
	CYP-41	Referrals to children's social care			3rd Quartile
<b>Promote good health, independence and care across our communities</b>	ASC-18	Permanent admissions to residential care			2nd Quartile
	ASC-20a	All delayed transfer of care	Data collection currently suspended by NHS		1st Quartile
	PH-25	Mortality rate due to suicide			4th quartile
	PH-48	Admissions for alcohol specific conditions			4th quartile
	PH-52	Emergency hospital admissions for falls			N/A
<b>Create safe and strong communities for our residents</b>	SC-01	Repeat MARAC			N/A
<b>Support a strong, diverse and well-connected local economy</b>	G&P-01	Rate of employment			1st Quartile
	G&P-06	Town Centre retail vacancies			N/A
	G&P-09	Increases in dwelling stock			N/A
	HS-01	Number of long term empty homes with regard to New Homes Bonus			N/A
<b>Create a green, thriving and vibrant place to be proud of</b>	ENV-01	The amount of direct greenhouse gas emissions from local authority own estate and operations			N/A
	ENV-02	Percentage of household waste sent for recycling			4th Quartile
<b>Be a modern, efficient and effective Council</b>	CS-02	Sickness Absence			1st Quartile
	CS-14a	Satisfaction with Council Contact Centre			N/A
	CS-01	Council Tax collection			3rd Quartile
	CS-03	Business Rate collection			4th Quartile

#### KEY - Performance vs Target

On or better than target	
Off target within 5%	
Worse than target	

#### KEY - Comparative Target

First Quartile	
Second Quartile	
Third Quartile	
Fourth Quartile	

#### KEY - Direction of Travel (DOT)

Better than the last reported outturn	
Worse than the last reported outturn	
No change from last reported outturn	
First reported period	

The following 2 tables provide an overview of how St Helens is performing compared with other authorities for indicators where it is possible to compare performance. The tables highlight areas of strong performance and areas where improvement is required. It should be noted that this is not a full picture of performance which is available for each priority area later within the body of the report.

The table below highlights those measures of performance where the latest comparative performance is either 1<sup>st</sup> or 2<sup>nd</sup> quartile, and where direction of travel is showing improvement or remaining the same.

Quarter 3 Performance - 2020/21					
Portfolio	Reference	Performance Indicator	Performance vs. Target	DOT	Comparative Performance
Ensure Children and Young People have a positive start in life	CYP-27a	Care leavers in suitable accommodation			1st Quartile
	CYP-42	S47s progressing to ICPC			1st Quartile
Promote good health, independence and care across our communities	ASC-17	Older people discharged from hospital still at their residence after 91 days			1st Quartile
	ASC-26	Outcome of short-term services			1st Quartile
Support a strong, diverse and well-connected local economy	G&P-12	Major planning applications determined within timescale			1st Quartile

The table below highlights those measures of performance where the latest comparative performance is either 3<sup>rd</sup> or 4<sup>th</sup> quartile and where direction of travel, is not showing improvement or remaining the same.

Quarter 3 Performance - 2020/21					
Portfolio	Reference	Performance Indicator	Performance vs. Target	DOT	Comparative Performance
Ensure Children and Young People have a positive start in life	CYP-01	Rate of Children in Need			4th Quartile
	CYP-40	Rate of Child Protection Plans			3rd Quartile
	CYP-41	Referrals to Children's Social Care			4th Quartile
	CYP-04	Rate of S47s			3rd Quartile
	CYP-29	Education, Health and Care Plans (EHCPs) completed on time			4th Quartile
	PH-04	Under 18 conception rate			4th Quartile
	PH-05	Infants being breastfed at 6-8 weeks			4th Quartile
	PH-15	Mothers smoking status at time of delivery			3rd Quartile
	PH-22	Alcohol specific reasons for admittance to hospital (Under 18s)			4th Quartile
Promote good health, independence and care across our communities	PH-48	Hospital admittance for alcohol specific conditions			4th Quartile
	ASC-13	Adults receiving self-directed support			4th Quartile
Create a green, thriving and vibrant place to be proud of	CC-01	Library visits			3rd Quartile

## Performance by Priority

### 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.



## Performance Indicator Summary

### Ensure Children and Young People have a positive start in life - 2020/21

Tier	Ref	Performance Indicator	Higher / Lower is better?	19/20 Outturn	20/21 Target	Q1			Q2			Q3			% Variance from Target	DOT	Trend	Comparative Performance
						April	May	June	July	Aug	Sept	Oct	Nov	Dec				
Tier 1	CYP-01	Rate of Children in Need	Lower	478	485	444	454	439	426	435	441.8	453.7	467	459.4	5.28%	↓	↑	4th Quartile
	CYP-02	Rate of Looked After Children	Lower	134.8	125	133	134	134	133	133	133	130.5	129.7	127.8	0.16%	↑	↑	4th Quartile
	CYP-40	Rate of Child Protection Plans	Lower	56.3	55	57	59	51	61	61.2	58.2	55.7	55.7	59.3	-7.82%	↓	↑	3rd Quartile
	CYP-41	Referrals to Children's Social Care	Lower	805.4	600	-	-	152.5	201.9	256.9	317.8	381.9	450.2	505.1	-12.24%	↓	↑	4th Quartile
	E&S-25a	16-17 year olds NEET	Lower	5.8	8.4	5.9	6.6	7	6.8	7.9	19.3	6.68	4.7	4.15	50.60%	↑	↑	3rd Quartile
Tier 2	CYP-04	Rate of S47s	Lower	255.2	195	20	36	52	72	87	102	127	155	179.4	-22.04%	↓	↑	3rd Quartile
	CYP-09	Re-referrals to Children's Social Care	Lower	23.5	18	33	32	31	31	32	30	29	28.7	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	-47.75%	↑	↑	4th Quartile
	CYP-24	Days between Court authority to place a child and match to adoptive family	Lower	272	140	-	-	282	-	-	227	-	-	215	-53.57%	↑	↑	4th Quartile
	CYP-27a	Care leavers in suitable accommodation	Higher	90	95	-	-	97	-	-	92	-	-	94	-1.05%	↑	↑	1st Quartile
	CYP-28a	Care leavers in Employment, Education or Training	Higher	47	66	-	-	76	-	-	59	-	-	60	-9.09%	↑	↑	3rd Quartile
	CYP-29	Education, Health and Care Plans (EHCPs) completed on time	Higher	69	50	-	-	100	-	-	95.8	-	-	94	88.00%	↓	↑	4th Quartile
	CYP-42	S47s progressing to ICPC	Lower	35	45	-	-	29	-	-	42.2	-	-	35.2	12.00%	↑	↑	1st Quartile
	CYP-43	Foster carers recruited	Higher	4	20	-	-	3	-	-	5	-	-	7	-53.33%	↓	↑	N/A
	PH-04	Under 18 conception rate	Lower	32.8		-	-	32.6	-	-	33.6	-	-	33.6	-20.00%	↔	↓	4th Quartile
	PH-05	Infants being breastfed at 6-8 weeks	Higher	28.1		-	-	27.4	-	-	27.1	-	-	27.1	-6.55%	↔	↓	4th Quartile
	PH-15	Mothers smoking status at time of delivery	Lower	16.4		-	-	-	13	-	-	15.7	-	-	-11.35%	↓	↑	3rd Quartile
	PH-22	Alcohol specific reasons for admittance to hospital (Under 18s)	Lower	73.4		-	-	73.4	-	-	67.8	-	-	68.7	17.23%	↓	↑	4th Quartile

NB - The 'Trend' column compares performance in the current quarter to performance in the same quarter in the previous year.

## Overview of Priority Performance

A total of 24 indicators were due to be reported in Quarter 3.

Data for the educational attainment indicators for the academic year 2019/20 is not being reported nationally.

Total PIs	On target	Off target	Within 5% of target	Data gaps
18	6	11	1	0
Total PIs where DOT can be determined		Improving	Worsening	Same
18		8	8	2
Total PIs where Trend can be determined		Improving	Worsening	Same
18		15	3	0

### Comparative 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 9 indicators in the 4<sup>th</sup> quartile and 6 in the 3<sup>rd</sup> quartile.

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>

## What is 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 94% 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.
Care Leavers in suitable accommodation	The percentage of care leavers in suitable accommodation has remained strong, building on last year's figure of 90% and last quarter's figure of 92% to currently sit at 94%.	Corporate parenting will continue to lead the provision of positive housing options for our young people, with the input from the wider council network, Torus, and the Ambassadors. 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. We will continue to strive to ensure we improve on this 94% figure.
NEET	The 16-17-year-old combined NEET and Not Known performance at the end of Quarter 3 was 4.15%, which was better than the target and an improvement on the previous year's performance in Quarter 3 (5.98%).	Although the performance shows an extremely positive picture, it is anticipated that we will 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, due to restrictions with social distancing or staff have been furloughed.
S47s progressing to ICPC	Of the 635 Section 47 enquiries that have concluded in the year to date, just over 35% progressed to an Initial Child Protection Conference (ICPC). This is similar to performance in the previous year.	The current performance in relation to S47's remains an area of focus as performance at rate of 10,000 children is currently Work undertaken with managers to date is evidencing improved decision making and the appropriate application of S47 threshold.

Indicator Description	Why is it performing well?	How will performance be sustained? Are there any risks to performance?
		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.

### What requires improvement and what is being done about it

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
Rate of Child Protection (CP) Plans	The number of children and young people on a CP plan has increased since Q3 and is above NW and national rates.	<p>The application of threshold is beginning to be more consistent, however there is further work to be done in relation to reducing the rate of three-month plans and second and subsequent child protection planning.</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>	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.
Rate of re-referrals to Children's Social Care	While the percentage of re-referrals has decreased since Q2 the rate is still	We need to strengthen the Early Help offer across the partnership and ensure we have effective step up / step down arrangements in place. There	Improved working between social care and early help and better assessments of risk and need will ensure children

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
	<p>above NW and national rates and significantly above our target.</p>	<p>has been both an internal review and an independent external review of cases re-referred both of which has highlighted several key themes which included cases that had long standing histories of domestic abuse, neglect, and compromised parenting further impacted by the pandemic, a need for improved working between social care and early help and the variable quality of assessments.</p>	<p>and their families get the right help and support at the right time.</p> <p>Domestic abuse and neglect strategies will strengthen multi-agency response and understanding to children living in homes where domestic abuse and neglect are key features.</p>
<p>Rate of Looked after Children</p>	<p>The rate of looked after children has fallen significantly in the 12 months to December 2019 to December 2020 from a high of 143.8 (529 children) to its current position of 128 (470 children) per 10k.</p>	<p>The decrease in the rate of children becoming looked after has contributed to the gradual reduction in the overall numbers of looked after children, however activity in the last 12 months is above both national and regional discharge rates. The improved oversight, the change in practice and improved permanence planning has contributed to this change. 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, we now have 45 children who are waiting to be granted adoption orders.</p>	<p>Given current activity trends the department is in line to meet its projected target for the year (125 rate of children cared for per 10,000 under 18-year olds).</p>

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
Days between Court authority to place a child and match to adoptive family	The 3 year average timeliness (in days) between the local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (215 days) is outside the local service target (140 days). However, positively, the in-year adoption timeliness performance for the 7 children adopted so far this financial year shows improved timeliness at 123 days and an improvement on the collective three-year average.	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.	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.
Rate of Children in Need	The number of children and young people in need and supported by St Helens Children's Social Services has reduced when compared to that reported at the end of the previous financial year. However, whilst the reduced numbers are positive it remains the case that the numbers of CiN reported for St Helens, when expressed as a rate per 10,000 under 18 year old, remain above comparable average rates in the region (372) and at national level (324) as recently reported for March 2020, however, current CiN population numbers are becoming closer to statistical neighbour averages (430).	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.  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.	Children and families get the right help and support at the right time and the rate of CiN continues to reduce.

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
Referrals to Children's Social Care	Between April and December, a total of 1,858 referrals to St Helen's Children's Social Services have been received. 528 (28.4%) of those referrals in the period were re-referrals to St Helen's Children's Social Services, occurring within 12 months of the current referral. The current re-referral rate (28.4%) stands above comparable regional and national averages (23% national average and 22% regional average during 2019/20).	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.	This will enable us to ensure children and families get the right help and support at the right time and that escalation to statutory services and statutory intervention in family life is a last resort.
Rate of S47s	Since 1st April 2020, a total of 660 Section 47 enquiries have been initiated for children, equivalent to a rate of 179 per 10,000 under 18-year olds. It is anticipated that the volume of activity, in terms of S47 enquiries, will be above the target for the year. The volume of activity in the 2020/21 financial year continues, however, to be lower than that reported in either of the past two years and whilst the rate of activity remains higher than the national average (177) is in line with statistical neighbour averages (239).	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 were at times being triggered before there was evidence to support threshold. 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 December showing in the last 6 months there had been a reduction of 17% in S47s being, undertaken, indicative of a positive direction of travel.	Application of threshold for a S47 enquiry is initiated at the right time to inform decisions about whether and what type of action is required to safeguard and promote the welfare of a child who is suspected of, or likely to be, suffering significant harm.
Under 18 Alcohol Admissions	Young people's alcohol admissions continue to reduce generally in St Helens, although still higher than national levels. Data analysis in 2019-20 enabled us to target work during	We will continue to review data and pathways to identify those groups of young people at risk of hospital	There is a reduction in the number of 18 alcohol admissions to hospital because we have provided young people with information about the effects of drugs and alcohol. Young

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
	<p>2020 e.g. delivering group sessions and awareness to young people at 6<sup>th</sup> forms and colleges in targeted areas.</p> <p>YPDAAT delivered online, social media and video campaigns during 2020 to young people, including during Alcohol Awareness Week in November highlighting the impacts of alcohol on emotional wellbeing, Evaluation showed over 1,800 hits on the YPDAAT website in one week.</p>	<p>admissions and re-admissions in future.</p> <p>Performance will be maintained through the partnership work and support led by the dedicated Young People's Drug &amp; Alcohol Service.</p> <p>We will utilise the data from the previous 3 years admissions to ensure that we can target our resources in the right way (e.g. particular age groups, genders, wards etc).</p> <p>We will utilise virtual means and work in partnership with our schools and colleges to get messages and information out to young people, particularly over coming months whilst we are continuing through restrictions posed by Covid-19.</p>	<p>people being provided with information that helps them to understand the impact of alcohol and drug misuse on them will influence future decisions. It is anticipated that partnership working and targeted support from the dedicated Young People's Drug &amp; Alcohol Service will continue to impact positively on performance.</p>
Under 18 conceptions	<p>This is an ongoing challenge. Our rates are higher than England and Northwest levels and continue to rise. A multi-agency task group was convened to develop a new sexual strategy. This has now been drafted and will be implemented in 2021/22. Reducing unintended pregnancies is a priority ambition.</p>	<p>A multi-agency response is required; the sexual health service, including the dedicated TAZ Outreach Service, 0-19 service and Family Nurse Partnership continues to collaborate to support young people during the Covid-19 pandemic with 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.</p>	<p>The proposed actions should improve options, knowledge, and access to contraception choices for young people. However, current Covid-19 restrictions are impacting on overall access to Long Acting Reversible Contraception. Services will continue to promote access in other ways e.g. click and collect and postal and are exploring innovative ways to communicate with young people.</p>

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
		<p>The 0-19 service specification has been updated as part of the tender process and requires the service provider to evidence how they are engaging with young people in areas such as awareness of contraception options. The sexual health service and FNP have increased their online presence and postal delivery to help to improve access to contraception and pharmacy specifications have also been changed to online and telephone appointments.</p>	
<p>Smoking at Time of Delivery</p>	<p>Although there has been some reduction since 19/20, smoking in pregnancy is relatively high and continues to be a challenge.</p> <p>Covid-19 has seen a reduction in referrals for support, reduction in engagement of mums and a reduction in quit dates set.</p> <p>Pregnant women who smoke have stated that during the Covid-19 pandemic they are experiencing significant stress, and this is affecting their commitment to quit.</p>	<p>Numbers of referrals from maternity into the smoking cessations service are down by 50%. Data shows the negative impact of the Covid-19 pandemic, specifically in regard to the number of smokers opting in for referral via maternity services and quit rates at 4 weeks. PHE advised that all carbon monoxide screening intervention should cease in April 2020. This has now resumed. This will have had a negative effect on identifying smokers initially &amp; influencing motivation of smokers to take up the service.</p> <p>Interventions with Smokefree advisors changed to digital contact via video call or telephone with the majority choosing telephone contact. All clients are sent a reminder text message prior to their</p>	<p>Expected impact will be to engage more expectant mums into stop smoking support at every health contact during their pregnancy.</p> <p>This will need cooperation of maternity services and ongoing visibility of quit services – both of which have been significantly affected during the pandemic.</p>

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
		<p>digital session and all failed calls are sent a text to inform we have attempted contact and a request to contact us plus we make two further attempts to telephone contact. If this fails we are planning a process to inform Maternity staff the details of any smokers that fail to take up the service following referral, so that they can update their records and continue to monitor.</p> <p>Feedback from clients is that many reporting feeling more stressed and anxious during the pandemic.</p> <p>Maternity see pregnant mums who smoke for increased scanning and there is opportunity to 'make every contact count' and have the conversation about the benefits of stopping smoking in pregnancy.</p>	
Breastfeeding at 6-8 Weeks	<p>The breast feeding at 6-8 weeks has remained at 27% in Quarters 1 &amp; 2, well below regional and national average. To address the performance a partnership action plan has been developed and ratified by all partners.</p> <p>Key highlights in Quarter 2 included: data completeness; breastfeeding support started at the Midwifery led unit at Lowe House; Specialist Infant Feeding Service provided by North</p>	<p>Whilst Covid-19 has significantly impacted the provision of face-to-face support for breast feeding mums, the following activity has taken place in Quarter 3:</p> <ul style="list-style-type: none"> <li>Antenatal offer from the Integrated Wellbeing Service and NWBH launched, facilitated by Lowe House Women and Children Hub. Services will include: Stop smoking, weight</li> </ul>	<p>Breast Feeding will be part of a wider strategic plan for maternity and antenatal services and also includes smoking in pregnancy, perinatal mental health, faltering growth, and tongue tie. A provider led strategy and associated provider led workstreams.</p> <p>High update of face-to-face support both as part of the antenatal programme and post birth support.</p>

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
	<p>West Boroughs Healthcare looking at new methods to engage with individuals; New Birth Visits from the 0-19 Healthy Child service.</p> <p>Key concerns remain, including not being able to access the maternity wards during lockdown restrictions; pause of the UNICEF Baby Friendly accreditation due to a suspension of face to face contacts; fewer people attending the virtual infant feeding group sessions provided by CHCP.</p>	<p>management, perinatal mental health support, infant feeding sessions and the 0-19 Healthy Child programme – baby clinics.</p> <ul style="list-style-type: none"> <li>• Training for NWBH practitioners to enable service planning for the tongue tie community service – explore the option of offering this within the ‘hub’ as part of the specialist infant feeding service.</li> <li>• CHCP discussed with PH Commissioner about additional funding to support the implementation of a Lactation Consultant within the Infant Feeding Well-Being Service.</li> <li>• Local Authority and CHCP Comms to work together to look at how ‘your milk – your story’ can support the promotion of the service and its availability.</li> <li>• CHCP now contact mums at 16 weeks booking in – for an early bird conversation on infant feeding.</li> <li>• Joint remodelling by Integrated Well-Being Services, NWBH and STHK of the antenatal education programme, which features infant</li> </ul>	<p>Partnership work will resume on the maternity wards.</p>

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
		<p>feeding choices and will be held in the Lowe House Hub.</p> <ul style="list-style-type: none"> <li>NWBH working with GP's in St Helens to explore how the supply of galactogogue (to improve flow of breast milk) can be provided to mums as part of the specialist offer through a non-medical prescription.</li> </ul>	
Care leavers in Employment, Education or Training	60% of St Helens care leavers are currently engaged in some form of education, training, or employment, below the local target for the period (66%). Current performance is well above the most recently published national average (53%) and regional average (49%) in 2019-20, and a big improvement on last year's outturn.	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.	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.
Foster carers recruited	In the year to date, 7 foster carers have been recruited by the local authority.	<p>The service achieved their annual target of recruiting 10 new fostering households in January 2021 and we anticipate exceeding our annual target by March 2021.</p> <p>We will continue to deliver on our Fostering for St. Helens campaign and seek wider support with it.</p>	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.
Child Protection (CP) Plan for a	Currently 23% of children have been subject to a CP Plan for a second or subsequent. This is lower than the 2019/20 outturn of 26%. The authority	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	The help and support offered to children subject of child protection

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
second or subsequent time	saw an increase during 2019/20 placing performance in the bottom quartile. However, the position has since improved, with current performance slightly above the most recently published 2019-20 national average of 22%. The very challenging annual target of 16% is not likely to be met, but it is anticipated that the local performance will remain comparable to the national average.	domestic abuse, substance misuse and parental mental health are prevalent.  There is a need to further improve step down plans and arrangements to ensure children and families continue to be supported effectively.	plans effectively reduces risk and need.

## 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



## Performance Indicator Summary

Promote good health, independence and care across our communities - 2020/21

Tier	Ref	Performance Indicator	Higher / Lower is better?	19/20 Outturn	20/21 Target	Q1	Q1	Q1	Q2	Q2	Q2	Q3	Q3	Q3	% Variance from Target	DOT	Trend	Comparative Performance
						April	May	June	July	Aug	Sept	Oct	Nov	Dec				
Tier 1	ASC-18	Permanent admissions to residential or nursing care (age 65 years+)	Lower	669	660	25.97	35.33	62.52	98.8	166.21	203.9	269	331.6	391.4	20.93%	↓	↑	2nd Quartile
	ASC-20a	All delayed transfers of care	Lower	219	220	Data collection currently suspended by NHS			Data collection currently suspended by NHS			Data collection currently suspended by NHS						1st Quartile
	PH-25	Mortality by suicide rate	Lower	13.9	13	-	-	12.9	-	-	12.9	-	-	11.9	8.46%	↑	↑	4th quartile
	PH-48	Hospital admittance for alcohol specific conditions	Lower	1,059	1,034	CCG currently unable to provide data			-	-	214	-	-	466	10.90%	↓	↑	4th quartile
	PH-52	Over 65s emergency hospital admissions for falls	Lower	2,438	2,484	CCG currently unable to provide data			-	-	2351	-	-	2351	5.35%	↔	↑	N/A
Tier 2	ASC-11	Adults with learning disabilities in settled accommodation	Higher	96.6	96	97.6	97.6	97.4	97.5	97.5	97.4	96.4	96.3	96.3	0.31%	↓	↓	1st Quartile
	ASC-12	Adults with learning disabilities in employment	Higher	7.4	8	7.8	7.6	7.2	7	7.16	6.9	7	6	6	-25.00%	↓	↓	1st Quartile
	ASC-13	Adults receiving self-directed support	Higher	84.8	88	90	89.4	88.8	88.5	88.6	88.3	88	87.7	87.1	-1.02%	↓	↑	4th quartile
	ASC-17	Older people discharged from hospital still at their residence after 91 days	Higher	90.6	93	87	88.5	90.1	89.5	89.6	90.1	90.5	90.8	90.7	-2.47%	↑	↓	1st Quartile
	ASC-19	Permanent admissions to residential or nursing care (age 18-64 years)	Lower	16	12	0	0	0	1.9	1.9	2.8	2.8	2.8	2.8	68.89%	↑	↑	3rd Quartile
	ASC-26	Outcome of short-term services	Higher	89.6	85	-	-	87.5	-	-	86	-	-	90	5.88%	↑	↓	1st Quartile
	ASC-22	Initial adult safeguarding strategy discussion within 1 working day	Higher	84	99	100	96	96	96	96	96	96	96	96	-3.03%	↔	↑	N/A
	ASC-23	Visit within 2 working days of adult safeguarding concern raised	Higher	100	98	100	100	100	100	100	100	100	100	100	2.04%	↔	↔	N/A

NB – The 'Trend' column compares performance in the current quarter to performance in the same quarter in the previous year.

## Overview of Priority Performance

A total of 13 indicators were due to be reported in Quarter 3. Data cannot currently be provided for 1 of the measures. The reporting of delayed transfers of care has been suspended by the NHS.

Total PIs	On target	Off target	Within 5% of target	Data gaps
13	8	1	3	1
Total PIs where DOT can be determined		Improving	Worsening	Same
12		4	5	3
Total PIs where Trend can be determined		Improving	Worsening	Same
12		7	4	1

### Comparative 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>

## What is performing well

Indicator Description	Why is it performing well?	How will performance be sustained? Are there any risks to performance?
Permanent admissions to residential or nursing care (age 65 years+)	As of the end of December 2020 there have been 144 permanent admissions giving an outturn of 391.4 per 100,000 of the over 65 population in the borough. This is considerably less than the target of 495 for this stage in the year	The low figure is showing the effect of Covid-19 and service users/families' reluctance to be placed in a residential or nursing home at this time. This effect may continue due to the increase in infections, but we will need to monitor the figures once the numbers of infections decreases and the vaccination programme has an impact. We continue to support people through our assessment process and regular liaison with community services to support people to stay at home where possible
Permanent admissions to residential or nursing care (age 18-64 years)	There are 3 recorded admissions up to the end of December 2020 giving an outturn of 2.8 per 100,000 of the 18-64 population within the borough. This is performing better than target. Performance is impacted by Covid-19 and family's reluctance to admit family members into residential or nursing care.	Despite this indicator performing better than the target, it will need to be monitored once the infection rate decreases and the vaccination programme takes effect. We continue to support people through our assessment process and regular liaison with community services to support people to stay at home where possible.
Percentage of visits to an adult safeguarding victim undertaken within 2 working days of the initial strategy discussion	Out of 72 investigations commenced since the start of April 2020, all received 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 this evidences consistent positive performance.	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.  The team will have increased capacity from 18/1/21. The performance is reviewed by the SAB on a quarterly basis. There 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 20. Working from home has

Indicator Description	Why is it performing well?	How will performance be sustained? Are there any risks to performance?
		reduced some the risk, use of PPE for visits etc, this will continue for the foreseeable future.
The outcome of Short-Term Services	Since April 2020, a total of 243 out of 269 adults who received short term social care involvement did not go onto to access long term services. This gives an outturn of 90%, which is above target and a very positive performance as this is a measure of the success of short-term services.	<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 recovery to their normal level of independence may require longer term services.</p>
>65s Hospital Admissions for Falls	This is a well-performing indicator. The most recently available falls admission figure for St Helens CCG YTD rate for Q2 2020/21 (from their falls dashboard) is 2,351 per 100,000. This was lower (better) than the target of 2,484.	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.
Adults with learning disabilities in settled accommodation	At the end of December 2020 there was a total of 594 clients out of 617 identified as being in settled accommodation. This gives an outturn of 96.3% which is slightly higher than the target set of 96%. At the end of Q2, St Helens had the highest percentage of adults with learning disabilities in the LCR.	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. 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.

## What requires improvement and what is being done about it

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
<p>Percentage of initial strategy discussions undertaken within 1 working day of an adult safeguarding alert being made to the contact centre</p>	<p>As of the end of December 2020 there were 957 initial strategy discussions undertaken within 1 working day out of 1,001 enquiries received during the period, giving an outturn of 96%, slightly below target. Performance was maintained at 96% despite an increase of 98 referrals requiring a strategy discussion during December.</p>	<p>The safeguarding unit has maintained performance at 96% for a number of months which is only 3% below target. This has been maintained despite the increase in referrals and also 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 will be increased capacity which will result in improved performance.</p>	<p>This indicator is only just below target and the recruitment of another Safeguarding Coordinator will assist in increasing performance.</p>
<p>Adults with learning disabilities in paid employment</p>	<p>St Helens performs strongly (top quartile) for this PI. However, in recent months due to the pandemic and lockdown measures, 11 fewer people are in work than last year.</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;</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</p>

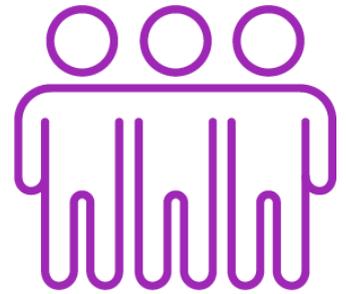
Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
		<p>Transitions into Adulthood Pre-Apprenticeship programme.</p> <p>Information is currently being developed for potential employers, informing them of support available to them and options to support this programme.</p>	<p>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>
Older people at their place of residence 91 days after discharge from hospital.	As of the end of December, out of 655 who had received a reablement service on discharge from hospital, a total of 594 were still at home 91 days after discharge. This gives an outturn of 90.7%. Performance is consistent with the same period last year. Target is 93%.	Due to the increase in numbers of people being admitted to hospital and requiring support on discharge, following the effects of Covid-19, this indicator is still performing at a higher-than-expected level. This should start to increase as more people are discharged with less several effects and reduce the likelihood of a return to hospital.	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. It is essential that all people discharged are assessed and services stay in place to support them through the rehabilitation process.
Adults receiving self-directed support	Current performance shows 87% of adults are receiving self-directed support, marginally below target, but an improvement on the 2019/20 outturn.	We are running close to target, which is something we want to maintain, as soon as the opportunity arises this will be prioritised, performance may have been impacted by Covid-19 related processes.	The long-term impact of Covid-19 could influence this statistic moving forward. The refresh of the action plan needs to consider this impact.
Mortality by Suicide	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	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	The long-term impact of Covid-19 could influence this statistic moving forward. The refresh of the action plan needs to consider this impact.

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
	<p>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>to provide training in suicide prevention and mental health first aid.</p>	
<p>Alcohol Specific Hospital Admissions</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.</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 optimised nationally agreed model. This includes reduction of repeat and unnecessary hospital admissions and reduce time spent in hospital</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 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



## Performance Indicator Summary

Create safe and strong communities for our residents - 2020/21

Tier	Ref	Performance Indicator	Higher / Lower is better?	19/20 Outturn	20/21 Target	Q1 April	Q1 May	Q1 June	Q2 July	Q2 Aug	Q2 Sept	Q3 Oct	Q3 Nov	Q3 Dec	% Variance from Target	DOT	Trend	Comparative Performance
Tier 1	SC-01	Repeat domestic abuse cases MARAC	Lower	38.5	41	48	36.29	34.21	35	35	34.6	34.1	35.9	37.2	9.27%	↓	↑	N/A
Tier 2	SC-07	Hate crime incidents	Higher	314	290	-	-	74	-	-	177	-	-	240	10.09%	↓	↓	N/A
	SC-08	Anti-social behaviour incidents	Lower	4,196	5,400	-	-	2014	-	-	3249	-	-	4734	1.38%	↑	↓	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			-			4th quartile
	SC-17	LAC receiving a substantive outcome	Lower	29	18	-	-	-	17	-	-	25	-	-	-66.67%	↓	↑	N/A

NB – The 'Trend' column compares performance in the current quarter to performance in the same quarter in the previous year.

## Overview of Priority Performance

A total of 5 indicators were due to be reported in Quarter 3. The Youth Justice measure, which relies on national data has been temporarily suspended by the Ministry of Justice. 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.

Total PIs	On target	Off target	Within 5% of target	Data gaps
5	3	1	0	1
Total PIs where DOT can be determined		Improving	Worsening	Same
4		1	3	0
Total PIs where Trend can be determined		Improving	Worsening	Same
4		2	2	0

### *Comparative data*

Comparative performance can be determined for 1 indicator, as the remainder are all local measures of performance. The Youth Justice measure is shown as 4<sup>th</sup> quartile, however performance improved significantly in 2019/20 and this position is anticipated to change for the better when national data for 2019/20 is published.

## What is performing well

Indicator Description	Why is it performing well?	How will performance be sustained? Are there any risks to performance?
MARAC rate	Historically, St Helens MARAC rate has been in line with recommended levels. However, last year the rate significantly increased. The rate has reduced this year, in part due to a new assessment model and also attributed to a more robust process preventing cases returning to MARAC unnecessarily. The Safe2Speak service which provides Independent Domestic Violence Advisory services, has received additional financial support from both St Helens Council and the Ministry of Justice to enable caseloads to remain manageable during the ongoing pandemic.	The MARAC in St Helens continues to operate virtually and has adapted to this new way of working. The MARAC Steering Group meets quarterly, and this meeting includes an update from the MARAC Chair as well as a review of performance data. Close partnership working is required on an ongoing basis to ensure all relevant safety planning actions are implemented and therefore reduce the risk of domestic violence and repeat crimes. Further work is required on case audits during 2021.
Hate Crime Incidents	There has been an increase in reported hate crime incidents during Quarter 3. The current context of the ongoing pandemic presents a challenge in comparison to previous annual performance.	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	During Quarter 3 of 2020/21 there were 1,485 cases of ASB reported to the Police in St. Helens. Whilst the data demonstrates an increase of 452 (30.4%) reported cases of ASB during quarter 3 2020/21 compared to 2019/20, it should be noted that breaches of Covid-19 restrictions are classified as ASB, and have contributed towards the increase in reported ASB cases; 505 (34%) of all ASB cases were classified as breaches of Covid-19 restrictions during this period.	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. However, it should be noted that this period is not comparable to previous years due to the impact of the restrictions from Tiers and the national lockdown during this time.

		Partnership working remains positive in this area, however agencies are reporting a growth in noise related complaints due to the impact of the lockdown. As restrictions are eased by Government, agencies will continue to respond to emerging issues and any locations of concern.
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### What requires improvement and what is being done about it

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
Looked After Children receiving a substantive outcome	<p>Performance for this measure is the remit of the Youth Justice Service (YJS). Currently, 25% of all children receiving a substantive outcome are looked after. This equates to 3 children in the year to date.</p> <p>This area continues to present a challenge in terms of disproportionality for the service and the service has made a number of endeavours in order to reduce the number of Children Looked After (CLA) coming into the service, including training of key staff. At a local level, the Head of Service continues to sit on the Merseyside Out of Court scrutiny panel and regularly escalates cases coming through to both this forum and in the first instance to the Police Decision Makers and the Crown Prosecution Service in an effort to improve outcomes for this very vulnerable group of children.</p>	<p>Going forward, the attendance of all Children Looked After at Court is being monitored and a proactive approach being implemented to ensure they are supported by an appropriate care giver and are not attending alone. We are also monitoring the offences for which they are appearing and from which homes they are being referred to, so that we can identify training gaps and plug these appropriately via our Restorative Justice specialist trainer. This information will also be fed back to Senior Managers and Directors in Children's Social Care for monitoring and to influence future service commissioning.</p> <p>The YJS service created the CLA Champion post in the service restructure in 2019. An annual plan to deliver training in care homes in terms of restorative intervention, in an effort to reduce the numbers of looked after</p>	<p>Given the current restrictions precluding face to face contact and in-house training, the service is not in a position to set delivery timescales at present. This is under constant review and as soon as restrictions are lifted the work will be able to continue.</p>

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
		<p>children entering the criminal justice system was developed. Targets were set on the basis that this training will positively impact on the projected figures and reduce these. Unfortunately, the CLA Champion has now left the Authority. Options for redeployment into the role are currently being explored, but the vacancy has had an impact on the delivery of training, which combined with the impact of the pandemic has significantly slowed delivery against the planned timescales.</p>	

## 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



## Performance Indicator Summary

### Support a strong, diverse and well-connected local economy - 2020/21

Tier	Ref	Performance Indicator	Higher / Lower is better?	19/20 Outturn	20/21 Target	Q1			Q2			Q3			% Variance from Target	DOT	Trend	Comparative Performance
						April	May	June	July	Aug	Sept	Oct	Nov	Dec				
Tier 1	G&P-01	Employment rate	Higher	74.5	74	-	-	74	-	-	75.4	-	-	74.8	1.08%	↓	↔	1st Quartile
	G&P-06	Retail vacancies - St Helens Town Centre	Lower	20.9	14	-	-	20.9	-	-	28.96	-	-	26.07	-86.21%	↑	↔	N/A
	G&P-09	Net increase in dwellings	Higher	758	434	-	-	98	-	-	269	-	-	350	7.69%	↓	↔	N/A
	HS-01	Long term empty homes (New Homes Bonus)	Lower	933	920	-	-	-	-	-	-	-	1217	-	-32.28%	■	↔	N/A
Tier 2	G&P-12	Major planning applications determined within timescale	Higher	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	0.32%	↓	↔	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	1	6	9	12	16	19	29	31	38	18.75%	↑	↔	N/A
	HS-06	Families living in temporary accommodation	Lower	63	64	-	-	21	-	-	34	-	-	47	2.08%	↑	↔	N/A
	HS-08a	Weeks spent in B&B accommodation for households in priority need	Lower	0	12	-	-	0	-	-	10	-	-	9.7	19.17%	↑	↔	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	16.25%	↑	↔	N/A
	HS-09	Households assisted to reduce fuel poverty	Higher	861	450	-	-	135	-	-	298	-	-	517	59.08%	↑	↔	N/A

NB – The 'Trend' column compares performance in the current quarter to performance in the same quarter in the previous year.

## Overview of Priority Performance

A total of 12 indicators were due to be reported in Quarter 3.

Total PIs	On target	Off target	Within 5% of target	Data gaps
12	9	3	0	0
Total PIs where DOT can be determined		Improving	Worsening	Same
10		6	2	2
Total PIs where Trend can be determined		Improving	Worsening	Same
12		0	11	1

### *Comparative data*

The latest available picture of comparative performance available for 2 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. Planning performance remains strong comparatively and locally, performing at its maximum level.

## What is performing well

Indicator Description	Why is it performing well?	How will performance be sustained? Are there any risks to performance?
Employment rate	St Helens employment rate for the period October 2019 to September 2020 stands at 74.8%, above the NW average of 74.2%, but below the national average of 75.7%.	Grant support to businesses to ensure that businesses survive the pandemic will continue into the fourth quarter and will broaden focus to include all businesses whose trading has been hit by the pandemic. We will continue to offer support through the Ways to work and household into work programmes and will introduce the Governments Kickstart programme to help those under 25 to get back to employment.
Net increase in dwellings	There were 81 net dwelling completions during the third quarter of 2020/21, bringing the total in the year to date to 350. There are 446 units currently under construction across the borough.	Engagement with housing developers across the Brough 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 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.
Major & Minor planning applications determined within timescale	Both planning indicators continue to perform strongly.	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	The service is working well as a result of the successful integration of Affordable Warmth and Welfare Benefits teams in order to include income maximisation within Fuel Poverty reduction work/measures. Whilst the service has	The team will continue to provide support and advice about grants and funding schemes available.

	had to redesign to operate within the current constraints, it has still ensured that contact, advice, and direct support has been provided to our most vulnerable residents during the winter period.	
Vacant properties returned to occupation or demolished	The target for this indicator was revised to 50 to reflect the impact of the pandemic on the housing market. At the end of quarter three, 38 properties had been re-occupied or demolished despite the challenging context. 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.	Work will continue during the remaining period of 2021. However, it is expected that the third national lockdown will again impact on the progress of re-engagement of empty dwellings in the locality.
Homeless families in temporary accommodation	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.

## What requires improvement and what is being done about it

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.	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 current (third) lockdown does allow for housing transactions, the housing market is still experiencing severe barriers due to the restrictions in place.  Over the next 12 months, the Empty Homes Service will continue to engage homeowners to try and reduce the number of empty homes.	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.
Town centre retail vacancies	The current restrictions including lockdown has had a devastating effect on the High Street as many of the shops have been forced to close and therefore the footfall for the town centre is very low. The Council has been supporting businesses with grant support and business advice.	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 and is ready once the current restrictions are lifted. A significant element will be to support business to access relevant grants.	The ECF masterplan will deliver a 20-year Borough Wide Transformation Agenda.

## 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



## Performance Indicator Summary

Create a green, thriving and vibrant place to be proud of - 2020/21

Tier	Ref	Performance Indicator	Higher / Lower is better?	19/20 Outturn	20/21 Target	Q1	Q1	Q1	Q2	Q2	Q2	Q3	Q3	Q3	% Variance from Target	DOT	Trend	Comparative Performance
						April	May	June	July	Aug	Sept	Oct	Nov	Dec				
Tier 1	ENV-01	Greenhouse gas emissions	Lower	13.5	12.5	-	-	-	-	-	-	12.8	-	-	-2.40%			NA
	ENV-02	Household waste recycled	Higher	38.39	37	-	-	37.3	-	-	32.4	-	-	32.4	-7.29%			4th Quartile
Tier 2	ENV-03	Household waste collected for landfill	Lower	468.05	490	-	-	463.97	-	-	527.16	-	-	544.96	-11.22%			2nd Quartile
	ENV-06	Land and highways with acceptable levels of litter	Higher	95	95	91.84	90.9	94	95.5	96.3	94.9	94.8	94.2	94.5	-0.53%			N/A
	ENV-07	Flytipping incidents	Lower	1,817	1,900	219	401	593	757	928	1057	1193	1353	1454	0.27%			3rd Quartile
	CC-01	Library visits	Higher	3,058	1,000	-	-	115	-	-	295	-	-	429	-42.80%			3rd Quartile
	CC-02	Active library members	Higher	141	50	-	-	135	-	-	126	-	-	118	136.00%			1st Quartile
	CC-16	Visits to Sports Centres	Higher	1,200,295	1,350,000	Sports Centres closed due to Covid-19 restrictions			-	-	66659	-	-	195310	-11.22%			N/A

NB – The 'Trend' column compares performance in the current quarter to performance in the same quarter in the previous year.

## Overview of Priority Performance

A total of 8 indicators were due to be reported in Quarter 3.

Total PIs	On target	Off target	Within 5% of target	Data gaps
8	2	4	2	0
Total PIs where DOT can be determined		Improving	Worsening	Same
7		2	5	0
Total PIs where Trend can be determined		Improving	Worsening	Same
8		1	7	0

### *Comparative data*

The latest available picture of comparative performance relates to verified nationally published data for the financial year 2018/19. The comparators used are the 16 authorities within the CIPFA nearest neighbour's 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 2 in the third. It is difficult to determine how current direction of travel will impact the future quartile performance of these measures, which is to a large degree dependent on the performance of other authorities within the family group when the 2019/20 nationally published data is made available later in the year.

## What is performing well

Indicator Description	Why is it performing well?	How will performance be sustained? Are there any risks to performance?
Active Library Members	A second lockdown in November resulted in libraries being closed once again. However online membership remained available and members could join that way to either use e-services or take advantage of Click and Collect from a library foyer, so demand for new memberships continues.	The third national lockdown commenced in January limiting the services activity to On-line, Home Delivery and the Schools Library Service. This will inevitably have an impact on active library members, but the service will continue to promote and develop those elements of service that can operate under Covid-19 Regulations.

## What requires improvement and what is being done about it

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
Greenhouse gas emissions	<p>Overall St Helens Council's GHG emissions have reduced by 51% compared to the baseline year of 2009/10.</p> <p>There was a 5% reduction in GHG emissions in 2019/20 from the previous year, but the annual target was not met.</p> <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>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 emissions will be one of the factors under consideration.</p>	<p>Identification of a Council asset investment and rationalisation programme will help to provide a platform for long term reduction of carbon for the Council.</p>

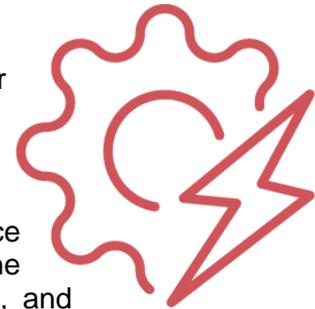
Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
Land and highways with acceptable levels of litter	In the year to date 94.5% of sites inspected had acceptable levels of litter, just below the target of 95%.	<p>Ongoing action to address 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>	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 target to be achieved.
Fly tipping incidents	There has been a total of 1,454 reported incidents of fly tipping in the year to date. The level of fly tipping at this stage has just achieved target. However, numbers are higher than in the same period last year (1,336) and the latest comparative performance is third quartile compared to the family group.	<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 this will coincide with a campaign of enforcement activity. this will be focussed on hotspots throughout the borough with the introduction of mobile CCTV to both catch perpetrators and act as a deterrent.</p>	Improved customer satisfaction is the expected outcome together with a reduction in the number of incidents.
Library Visits per 100,000 population	Due to the Covid-19 pandemic, most of the libraries have remained closed	The service has adopted new ways to engage with its customers using technology. The introduction of a new digital provider, on-line activities and	The third national lockdown commenced in January limiting the services activity to On-line, Home Delivery and the Schools Library

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
	<p>during 2020, this has limited the number of library visits.</p>	<p>the expansion of home delivery have all been well received by the community. Virtual visits to the Library service were up 117% over the course of quarter 3 compared to the same period in the previous year. Additionally, during quarter 3, the Library service digital events programme posted 104 videos on Facebook, which generated 73,791 views and approximately 8,000 reactions, comments, and shares.</p>	<p>Service. This will inevitably have an impact on the services reach.</p>
<p>Visits to Sports Centres</p>	<p>The sports centres have now been closed on three separate occasions and have had to operate at restricted occupancy levels throughout the year.</p>	<p>The service has adapted well and transferred activities on-line with great success and recognition from customers. Over the course of quarter 3 there have been 39,787 views of the on-line Facebook fitness classes.</p>	<p>The fourth closure of leisure centres commenced in January and restricted the services activity to on-line content. The service however continues to engage with its customers via social media in preparation for re-opening when this is permitted.</p>
<p>Waste Recycling &amp; Landfill</p>	<p>As we are now in another lockdown, the amount of residual waste (brown bin) being collected is rising. In the most recent report, the tonnage collected is over 1,000 tonnes more than in the corresponding period in 2019. With more people working from home or furloughed from work, a rise in tonnages is expected but the scale is surprising. Although recycling tonnages have also risen, the rise is roughly 20% of that in residual tonnage.</p>	<p>The Recycling and Waste team will work with Marketing and Communications to promote the issues, the costs to the authority and suggest ways in which residents can reduce waste placed in brown bins for disposal.</p>	<p>The impact of work to encourage residents to recycle and reduce their waste, is dependent on whether residents continue to work from home/are still on furlough and will be affected by the length of the January lockdown.</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.



## Performance Indicator Summary

Be a modern, efficient and effective Council - 2020/21

Tier	Ref	Performance Indicator	Higher / Lower is better?	19/20 Outturn	20/21 Target	Q1	Q1	Q1	Q2	Q2	Q2	Q3	Q3	Q3	% Variance from Target	DOT	Trend	Comparative Performance
						April	May	June	July	Aug	Sept	Oct	Nov	Dec				
Tier 1	CS-01	Council Tax collected	Higher	94.8	95.7	9.5	18	26.8	35.2	43.7	52.5	61.4	70.1	78.7	-1.87%	↑	↓	3rd Quartile
	CS-02	Sickness absence	Lower	9.25	7.6	0.72	1.31	1.86	2.33	2.68	3.26	4.01	4.7	5.53	23.19%	↓	↑	1st Quartile
	CS-03	Non-domestic rates collected	Higher	95	97	6.9	22.2	30.9	35.2	43.9	51.1	59.7	68.5	78	-3.35%	↑	↓	4th Quartile
	CS-14a	Customers satisfied with Contact Centre	Higher	78.7	85	-	-	76.4	-	-	76.6	-	-	71.62	-15.74%	↓	↓	N/A

NB – The 'Trend' column compares performance in the current quarter to performance in the same quarter in the previous year.

## Overview of Priority Performance

A total of 4 indicators were due to be reported in Quarter 3.

Total PIs	On target	Off target	Within 5% of target	Data gaps
4	1	1	2	0
Total PIs where DOT can be determined		Improving	Worsening	Same
4		2	2	0
Total PIs where Trend can be determined		Improving	Worsening	Same
4		1	3	0

### *Comparative 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 2017/18.

## What is 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.	<p>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.</p> <p>We are recognising instances of Covid-19 related absence that is impacting on individual's ability to attend work even when working from home and this may impact on the figures for January through to March. Phased restructures have historically impacted on absence figures and it is anticipated that this may increase absence level as Phase 3 begins.</p>

## What requires improvement and what is being done about it

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
Council Tax and Non-Domestic Rates in-year collection rates	<p>The indicator compares debts recovered against debts raised in respect of 2020/21 financial year.</p> <p>Due to Covid-19 restrictions, normal recovery work was suspended at the beginning of the financial year and again during the recent national restrictions during November 2020. This has had a direct impact on in-year collection rates.</p> <p>In addition, Magistrates Court liability order hearings were suspended in March 2020. A liability order is required</p>	<p>The service has issued soft reminders and has reviewed the wording of recovery documents to promote engagement with residents and businesses during the period.</p> <p>Work is continuing to promote the take-up of Council Tax Reduction to eligible residents.</p> <p>Additional, targeted recovery is being undertaken and a recovery plan has been drawn up.</p> <p>Magistrates Courts will resume virtual hearing in late January 2021, although</p>	<p>As a result of the current situation, it is unlikely that the year-end target will be met. This is a similar position to neighbouring local authorities that have similarly seen reduction in collection rates.</p> <p>This may place further pressures on future in-year collection rates as prior year debts are collected.</p>

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
	to undertake further recovery action, including applying attachments to earnings.	this will initially only consider previous year's debts.	
Customer satisfaction with the Council	<p>This indicator considers how satisfied customers are with the Council at their first point of contact through the Contact Centre.</p> <p>Performance in Q1 and Q2 were largely similar at 76% but has dropped in Q3.</p> <p>In addition to residents requiring reassurance throughout the pandemic, Council services are also showing 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 also have 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>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 haven't 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>The Customer Service Strategy is with the Asst. Chief Exec for comment before seeking approval.</p> <p>The Customer Service Standards will follow once the Strategy is ready to be reviewed and approved by senior management. The Standards are</p>	<p>Customer satisfaction levels at the first point of contact will improve.</p> <p>The Customer Service Strategy and Customer Service Standards Policy once approved and implemented will ensure a more consistent approach to customer service.</p>

Indicator description	Context and action to date	What will be done to improve performance?	What is the expected impact?
		ready to go but need oversight before submission for approval.	

## **Conclusion**

Overall performance has remained fairly static during the first nine months of 2020-21. Around half of the performance indicators are improving and around half worsening (for indicators where the direction of travel can be determined). The coronavirus pandemic is continuing to have an impact across many areas of St Helens Borough Council's performance.

A review of the council's performance management framework is underway. This will include revising strategic priorities in line with the Borough Strategy and ensuring that Directorate service plans and emerging recovery plans are also aligned.