

Annex A – Performance Framework and Targets 2022/23

Ensure children and young people have a positive start in life

Tier 1

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
Children and young people are safe from harm and the lives of children in care improve									
The number of open Early Help assessments per 10,000	Higher	New	Quarterly	299	240	250	TBA	TBA	<p>There has been a reduction in the number of EHAT assessments completed by partner agencies, during period of pandemic, where services have not been fully open. Services are now in a re-set and recovery phase. Work is continuing to support partner agencies to engage in Early Help work and EHAT completion.</p> <p>The updated step-up and step-down practice standards will support increased EHAT completion also.</p> <p>NB the number of EHAT completions in St Helens is considered to be high in comparison to statistical neighbours.</p>
The number of early help episodes that have been closed and have subsequently not gone on to have a social care intervention in the following 12-months as a	Higher	Existing	Quarterly	74.3%	73.8%	74%	TBA	TBA	<p>There has been a consistent increase in the numbers of families stepped down from Early Help support that have then not needed social care intervention in the following 12 months. We have seen however an increase in presenting needs for families accessing Early Help support, in response to the pandemic. Given the increase in presenting needs we have identified the projected target as most achievable but will also continue to review this on an ongoing basis.</p>

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percentage of total closures									
Rate of children in need per 10,000 population	Lower	New	Quarterly	410.9	435	420	TBA	TBA	The projected target is dependent on the early help and early intervention officer as well as ensuring timely intervention for children in need with a clear focus on a reduced length of involvement and appropriate step-up and step-down pathways where this is appropriate. The target would bring the Local Authority in line with current statistical neighbour performance, but it is acknowledged that this is higher than NW and England averages.
Rate of Children subject to a Child Protection Plan per 10,000	Lower	Existing	Quarterly	54.2	58	54	TBA	TBA	The current projected performance for 2021/22 is a rate of 58 which is in line with statistical neighbour average but higher than NW and England averages. A focus on clear plans and progress including frontloading of assessments and ensuring that step-up and step-down pathways are in place in a timely manner. Performance has remained relatively static over 2019/20 and 2020/21 however the increase for 2021/22 is in line with Statistical Neighbours. The target is set below performance of the last 3 years and also to bring St Helens closer to the NW average. Scrutiny and oversight by Safeguarding Children's Unit would indicate that the threshold is met for those children becoming subject to CPP however the focus needs to be on early intervention, early help and CIN plans achieving positive outcomes.
Percentage of children starting	Higher	New	Quarterly	74.3%	73.8%	72%	TBA	TBA	Current projected performance is lower than outturn for 2020/2021. Staff turnover and a chronic

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a Child Protection Plan (CPP) who had never had a plan previously.									shortfall of social workers in this complex area are significant contributory factors. Pressure on this area is likely to continue; however, the local authority will continue to pro-actively seek to address the shortage in social workers.
Children looked after rate (per 10,000 0-1-year-olds)	Lower	Existing	Quarterly	130	127.4	127	TBA	TBA	The target for 2022/23 remains ambitious given the continued high demand for social care services. There remains to be a continued aim to safely reduce the number of children in care wherever possible.
Percentage of children looked after at 31 March with three or more placements during the year	Lower	Existing	Quarterly	5%	7.9%	6.5%	TBA	TBA	It had been anticipated that this indicator would be challenging in 2021/22 as many of those children in stable placements exited care, e.g., via Special Guardianship arrangements, thereby leaving a population potentially more likely to have to move. Having said that, as we are ambitious for our children and their carers it is correct that we aim to redress the downturn in the year ahead. The target for 2022/23, if achieved would be better than the most recently published national and statistical neighbour averages.
Percentage of LAC ceased due to a Special Guardianship Order	Higher	New	Quarterly	18.7%	21.2%	15%	TBA	TBA	The positive performance on this indicator in the past 2 years is testament to the work undertaken to ensure that all those children who had been waiting for SGO as well as those for whom it is a new plan, have been assessed and presented to the Court in a timely manner. The reason to propose a lower target is that those who had been waiting are now cleared and therefore the number

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									of children for whom SGO is appropriate is much lower.
Percentage care leavers aged 19-21 years with whom the LA is in touch	Higher	Existing	Quarterly	98%	99%	100%	TBA	TBA	Performance has been strong throughout the year. The target for 2021/22 is set at 100%
Percentage of care leavers aged 19-21 in suitable accommodation	Higher	Existing	Quarterly	94%	97.2%	100%	TBA	TBA	Performance has been strong throughout the year. The target for this indicator is set at 100%. Whilst there is a risk to this, e.g., if a care leaver is in custody this is classes as inappropriate, however our ambition must be for there to be none of our care leavers in custody too.
Percentage of care leavers aged 19-21 years in employment, education, or training	Higher	Existing	Quarterly	60%	57%	65%	TBA	TBA	Work is underway within the LCR to improve this indicator across the region and with current performance for the last 2 years at or around the 60% mark we seek to improve further, with the 2022/23 target being above last published national and statistical neighbour averages of 52% in 2020/21. This work will be supported locally by delivery of a Care Leavers Project Plan.
Children and young people's aspirations, attainment and opportunities are raised									
Percentage of Education, Health and Care (EHC) plans completed within a 20-week period	Higher	Existing	Quarterly	92%	96%	70%	TBA	TBA	The service again exceeded expectations in terms of performance in 21/22. When the verified national and regional data becomes available in May 22, it is expected that St Helens' performance will be comfortably above both the regional and national averages. However, in the final quarter of the year, the impact of the capacity issues in the Educational Psychology Service and Social Care,

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									<p>have had a significant impact on the timeliness of assessment activity. This has generated a backlog of cases that are now overdue.</p> <p>Overdue cases will be finalised in 22/23, which will impact directly on the outturn for the year. The service also experienced the same increased demand for assessment in 21/22 as was reflected nationally, and there is expectation of sustained pressure on the service in 22/23, which is the reason for setting a lower target. The lower target will be kept under review as the backlog outlined above is cleared.</p>
Percentage of children attaining at least a 'good' level of development in the Early Learning Goals	Higher	Existing	Annual	N/A	N/A	N/A	TBA	TBA	Data has not been published for 2020/21 academic year and the DfE will publish performance data for 2021/22 academic year. Target setting will need to be deferred until the authority has a better sense of the impact of Covid on pupil's learning.
The percentage of pupils at the end of Key Stage 2 achieving the national expected standard or higher in Reading, Writing and Mathematics	Higher	Existing	Annual	N/A	N/A	N/A	TBA	TBA	Data has not been published for 2020/21 academic year and the DfE will publish performance data for 2021/22 academic year. Target setting will need to be deferred until the authority has a better sense of the impact of Covid on pupils' learning.

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Average grade attained per pupil in St. Helens across 8 subjects at KS4, relative to the national average (Progress 8)	Higher	Existing	Annual	N/A	N/A	N/A	TBA	TBA	Due to the impact of the Covid, most exams and assessments did not take place in the 2019 to 2020, or 2020 to 2021 academic years. The government also announced that it would not publish school or college level performance tables in autumn 2020 or autumn 2021, and that this data would not be used to hold schools and colleges to account. Target setting for KS4 will need to be deferred until the authority has a better sense of the impact of Covid on pupils' learning.
Percentage of students at the end of Key Stage 4 attaining the pass threshold (grade 5 or above) in English and Mathematics	Higher	Existing	Annual	N/A	N/A	N/A	TBA	TBA	Due to the impact of the Covid, most exams and assessments did not take place in the 2019 to 2020, or 2020 to 2021 academic years. The government also announced that it would not publish school or college level performance tables in autumn 2020 or autumn 2021, and that this data would not be used to hold schools and colleges to account. Target setting for KS4 will need to be deferred until the authority has a better sense of the impact of Covid on pupils' learning.
Percentage of young people academic age 16-17 not in education, employment or training and not known combined	Lower	Existing	Quarterly	4.3%	4.91%	4.91%	TBA	TBA	Nationally published data is an average of the December, January and February data for NEET and Not Known. The latest published data is for the period 2021 and St Helens performance was 4.3%, which was better than the North West average of 5.3% and England average of 5.5% and placed St Helens performance in the top quartile for its nearest neighbour comparator group. The target for 2022/23 is based on the average of 3 months local data, which is 4.91% (December 2021, January 2022, and February 2022). The

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									target has been set to maintain the improvement seen in performance since 2019/20, and to maintain performance in line with St Helens statistical neighbours, whilst being realistic of the challenging economic climate, where a rise in NEET is probable.
Percentage of state funded schools judged Good or Outstanding by Ofsted	Higher	Existing	Annual	81%	83%	84%	85%	87%	The projection for 2021/22 is the position reported by Ofsted at 31 st August 2021. There is a now a new Ofsted schools inspection framework in place. One of the key changes is that schools judged 'Outstanding' are no longer exempt from inspection. The Ofsted inspection process was paused during the pandemic, and it is difficult to predict with certainty the cycle of inspection going forward. However, if Ofsted are to target those schools previously judged as 'Requires Improvement' there is a degree of confidence that the indicator will see improvement. Future targets have been set on this basis in line with the aspiration for school improvement across the Borough.
Overall percentage school attendance of Children Looked After	Higher	New	Annual	N/A	92%	93%	94%	95%	No outturn is available for 2020/21 as the School Census was paused by the DfE during the period of the pandemic. The last national benchmark was for 2019/20 where St Helens compared favourably to the national average attendance rate of 95%. However, since this period the attendance landscape has changed significantly due to the pandemic. The latest local projection for St Helens gives an overall attendance rate of 92%. Targets have been

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									set to achieve an annual incremental improvement of 1% year on year. The indicator will be reported annually in line with DfE verified national data to provide a benchmark. However, the Directorate will continue to monitor attendance daily, benchmark regionally, and intervene with both schools and individual pupils to improve attendance rates.
Children and young people are healthy, resilient, confident, involved and achieve their potential									
Hospital admissions as a result of self-harm (10-24 years)	Lower	Existing	Annual	954.3	N/A	900.0	900.0		The latest verified published data is for the period 2020/21 and shows St Helens has the 4 th highest rate of hospital admissions due to self-harm in England at 954.3 per 100,000. St Helens rate is significantly higher than the North West (498) and national (422) averages. This is a priority work stream for Cheshire and Merseyside and locally, with suicide prevention strategies in development, due to an increase during the pandemic. The target has been set to halt the rise as a complex system response required.
Percentage of children in reception year who are overweight or obese	Lower	Existing	Annual	28.3% (2019/20)	N/A	28.3%	TBA	TBA	The latest verified published data is for the period 2019/20. The percentage of children in St Helens who are overweight, including obese was 28.3%, higher than the North West (25.2%) and England (23%) averages. St Helens performance is bottom quartile for its nearest neighbour comparator group. The NCMP data collection was stopped in March 2020 when schools closed due to the Covid-19 pandemic. In a usual NCMP collection year,

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									national participation rates are approximately 95%. However, in 2019/20, participation rates were around 75%. The data for 2019/20 should therefore be interpreted cautiously. Data for 2020/21 has not been published at local authority level, due to the ongoing pandemic. A provisional target has been set for 2022/23 due to data quality / reliability issues.
Percentage of children in Year 6 who are overweight or obese	Lower	Existing	Annual	41% (2019/20)	N/A	41%	TBA	TBA	<p>The latest verified published data is for the period 2019/20. The percentage of children in St Helens who are overweight, including obese was 41%, higher than the North West (37.4%) and England (35.2%) averages. St Helens performance is bottom quartile for its nearest neighbour comparator group.</p> <p>The NCMP data collection was stopped in March 2020 when schools closed due to the Covid-19 pandemic. In a usual NCMP collection year, national participation rates are approximately 95%. However, in 2019/20, participation rates were around 75%. The data for 2019/20 should therefore be interpreted cautiously. Data for 2020/21 has not been published at local authority level, due to the ongoing pandemic. A provisional target has been set for 2022/23 due to data quality / reliability issues.</p>

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Under 18 conception rate per 1,000 15–17-year-old (rolling annual rate).	Lower	Existing	Quarterly	27.8 (2019)	30.1	30.1	TBA	TBA	Nationally verified data for this indicator is time lagged. The latest data is for the period 2019. St Helens performance remains bottom quartile at 27.8 per 1,000 15-17-year-olds and is significantly higher than the North West (19.4 per 1,000) and England (15.7 per 1,000) averages. Provisional data for 2020 indicates a rate of around 30.1, based on 3 quarters worth of data. The target is set to halt the rise, with early indications that this has risen during the pandemic. Improvement is aligned to the sexual health strategy and teenage pregnancy workstreams.
Number of first-time entrants to the youth justice system who receive their first substantive outcome or court disposal per 100,000 population aged 10-17	Lower	Existing	Quarterly	132	140	174	TBA	TBA	Current performance is very good, and the service continues to perform well against local, national, and statistical neighbours. The aim is to maintain this strong performance going forward. The introduction of the Merseyside Police Initiative, 'Operation Inclusion' and the use of Outcome 22 as mechanisms of diverting children away from the formal Court system and providing them with the opportunity to engage with a robust package of community intervention, has significantly contributed to the continued reduction in FTE at a local level.
Percentage of children re-offending	Lower	Existing	Quarterly	47.4%	43%	43%	TBA	TBA	Reoffending continues to be Youth Justice's biggest challenge in St Helens. Reoffending rates are based on 2-year-old PNC data. However, performance for the Borough in this area is currently the best it has been in over 3 years and performance is currently in line with Merseyside counterparts. The aim going forward is to maintain

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									this level of performance, albeit the impact of the pandemic on these figures remains to be seen.

Tier 2

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
Children and young people are safe from harm and the lives of children in care improve									
Average actual number of cases per children and family social worker	Lower	New	Quarterly	18.3	16.4	18.0	TBA	TBA	The target has been set to ensure that social workers retain sufficient capacity to deliver quality work in accordance with the improvement plan.
Children and young people are healthy, resilient, confident, involved and achieve their potential									
Percentage of infants being breastfed at 6-8 weeks	Higher	Existing	Quarterly	28.9%	30.2%	31.6%	32.3%	TBA	The latest published data is for the period 2020/21 and shows St Helens breastfeeding rates at 6-8 weeks had increased to 28.9%. However, St Helens is in the bottom quartile for its statistical nearest neighbour comparator group and considerably below the national average of 47.6%. Targets are based on a cautious improving picture, supported by the new integrated 0-19 service.
Smoking status at the time of delivery	Lower	Existing	Quarterly	15.7%	13.7%	12.7%	11.7%	TBA	The latest published data is for the period 2020/21 and shows the proportion of mothers smoking at time of delivery decreased to 15.7%. This brought performance closer in line with the North West average of 11%, although some way from the national position at 9.6%.

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									The projection based on 2 quarters data for 2021/22 shows an improving picture. Targets have been set to reduce year on year supported by the new integrated 0-19 service.
Under 18 admissions to hospital for alcohol specific reasons per 100,000 population	Lower	Existing	Quarterly	75.9 (2017/18 to 2019/20)	81.4 (2018/19 to 2020/21)	81.4	TBA	TBA	The latest nationally verified data is for the period 2018/19 – 2020/21 and St Helens performance remains bottom quartile with the second highest rate in England at 81.4 per 100,000 (under 18s). St Helens rate is double the North West average (40.1) and almost three times the England average (29.3). However, the figures should be interpreted with some caution because the data relates to a relatively small number of individuals and therefore small changes in the number of young people presenting at hospital for alcohol specific reasons can skew the data significantly. Cautious targets have been set due to rolling annual averages, with the aim to halt the rise initially to better understand emerging trends.
Percentage of children aged 5 with MMR vaccination (2 doses)	Higher	Existing	Annual	87.7%	N/A	88.5%	89.5%	90.0%	The latest nationally verified data is for the period 2020/21 and shows 87.7% of children aged 5 in St Helens received their MMR vaccination (2 doses). This compares to 87.4% in the North West and 86.6% nationally. Targets aim for year-on-year improvement based on the restoration of healthcare services and post pandemic.
Percentage of children who	Higher	Existing	Quarterly	77.0%	84.8%	85.3%	TBA	TBA	The latest nationally verified data is for the period 2020/21 and shows 77% of children in

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received a 2-2.5-year Healthy Child Programme review by the time they were 2.5									St Helens received a 2-2.5-year review. This compares to 82.6% of children in the North West and 78.6% of children nationally. Cautious targets have been set for year-on-year improvement based on restoration of new Start Well services post pandemic.
Percentage of children achieving a good level of development at 2-2-1/2 years	Higher	Existing	Quarterly	89.1%	86.1%	86.1%	TBA	TBA	The latest nationally verified data is for the period 2020/21 and shows 89.1% of children in St Helens achieve a good level of development by age 2-2.5 years. This compares to 83.3% in the North West and 82.2% nationally. A cautious target has been set for 2022/23 due to the unknown impact of disruption caused as a result of pandemic on child development. Future year's targets will be reviewed.
Conceptions leading to abortion rate per 1000 15-17	Lower	Existing	Annual	16.7 (2020)	N/A	17.0	16.7	TBA	St Helens has the highest under 18s abortion rate in England at 16.7 per 1,000 15-17-year-olds. This compares to 8.7 per 1,000 in the North West and 6.7 per 1,000 nationally. Data period is 2020. Targets are provisional and cautious due to an indication of a rise. Work is underway to address this as part of the sexual health and teenage pregnancy workstreams.

Promote good health, independence, and care across our communities

Tier 1

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
People live well independently									
Life expectancy at birth - male	Higher	Existing	Annual	77.7 (2018-20)	77.8	77.8	77.8	77.8	<p>The measure is a 3-year rolling rate. The latest nationally published data is for the period 2018-20. Life expectancy at birth (males) in St Helens has reduced to 77.7 years, compared to 77.9 years in the North West and 79.4 years nationally.</p> <p>Recently published national data reflect a greater impact on life expectancy rates than projected.</p> <p>Cautious targets have been set to halt this from worsening year on year.</p>
Life expectancy at birth - female	Higher	Existing	Annual	81.0 (2018-20)	81.2	81.2	TBA	TBA	<p>The measure is a 3-year rolling rate. The latest nationally published data is for the period 2018-20. Life expectancy at birth (females) in St Helens is 81.0 years, similar to the North West average (81.7 years) but lower than the England average (83.1 years). Recently published national data reflect a greater impact on life expectancy rates than projected. Cautious targets have been set to halt this from worsening year on year.</p>
Inequality in life expectancy at birth - male	Lower	New	Annual	10.9 (2018-20)	N/A	10.9	TBA	TBA	<p>The measure is a 3-year rolling rate. This PI represents the range in years of life expectancy across the social gradient from most to least deprived, based on a statistical analysis of the</p>

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									<p>relationship between life expectancy and deprivation across all deprivation deciles.</p> <p>The latest nationally published data is for the period 2018-20. Inequality in life expectancy at birth (males) in St Helens is 10.9 years. This compares to 11.6 years for the North West and 9.7 years in England. Cautious initial target has been set to halt the gap from increasing until further data is known.</p>
Inequality in life expectancy at birth - female	Lower	New	Annual	9.4 (2018-20)	N/A	10.0	TBA	TBA	<p>The measure is a 3-year rolling rate. This PI represents the range in years of life expectancy across the social gradient from most to least deprived, based on a statistical analysis of the relationship between life expectancy and deprivation across all deprivation deciles.</p> <p>The latest nationally published data is for the period 2018-20. Inequality in life expectancy at birth (females) in St Helens is 9.4 years. This compares to 10 years in the North West and 7.9 years nationally. There is early evidence to suggest the inequality gap for women has increased during the pandemic, so a cautious target has been set until further data is known.</p>
Admission episodes for alcohol specific conditions, all ages, per 100,000 population	Lower	Existing	Quarterly	1013.0	N/A	1013.0	TBA	TBA	<p>The latest published data is for the period 2020/21. St Helens remains bottom quartile in its nearest neighbour statistical group at 1013.0 per 100,000. The rate is some way off the North West (795) and England (587) averages.</p>

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									A cautious target has been set to halt the rise until further data is available to understand the impact of lockdowns on trends.
Emergency hospital admissions for falls for aged 65+ per 100,000 population	Lower	Existing	Quarterly	2797.6	N/A	2722.4	2574.4	TBA	The latest published data is for the period 2020-21 and at LA level. St Helens rate of 2,798 per 100,000 is above the NW average of 2273 and the England average of 2023. Sedentary behaviours caused by restrictions and social isolation will have had a negative impact of this indicator, resulting in increased frailty. Targets are set to improve year on year, supported by the fall's prevention service. Projected outturn data for 2021/22 is not available and targets may need to be revised upon receipt of data from the CCG.
Mortality rate due to suicide and injury of undetermined intent per 100,000 population	Lower	Existing	Quarterly	10.8 (2018-20)	13.6	13.6	TBA	TBA	The latest published data is for the period 2018-20. St Helens rate is 10.8 per 100,000 (51 deaths). This is a significant decrease from being the highest LA rate in England to the 65 th . St Helens rate is in line with the regional (10.7) and national (10.4) averages. The most recent calculated provisional figure shows a rolling 3-year rate to the end of September 2021 as 13.6 (60 deaths) Suicide prevention is a priority work stream for C&M and locally. Due to increased risks associated with imminent increases in 'cost of living' (April 2022) and financial insecurity, a cautious target has been set to halt the rise until trends can be better understood.

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People have a positive experience of health and care services									
Percentage of adults aged 18-69 with learning disabilities known to ASCH in settled accommodation at the time of their most recent assessment, formal review, or other MDT planning meeting	Higher	Existing	Quarterly	96%	96.3%	95%	95%	95%	The reconfiguration of Learning Disabilities services may have an impact on current performance. This reconfiguration is a 3-year programme. We will continue to review the target annually. However, the revised target is still considerably higher than the England, NW, and our peer group average.
Number of older people aged 65 or over admitted on a permanent basis in the year to residential or nursing care per 100,00 population aged 65 or over	Lower	Existing	Quarterly	619.7	700.0	660.0	655.0	650.0	Over the period of the pandemic, increased preventative health measures led to growing confidence in the care sector, whilst factors such as the end of the furlough scheme and the impact of caring responsibilities has meant carers may no longer feel able to support relatives to remain safely at home. This coupled with increasing demands necessitated by the Omicron Covid variant wave and winter pressures led to increased hospital admission and therefore discharge activity. There is also growing scarcity of domiciliary care packages owing to staff shortages resultant from the Omicron variant as well

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									<p>as structural issues with the sector. These factors have led to the target for 2021/22 not being achieved.</p> <p>However, if performance is considered over the previous two years, performance remained below target for older adults admitted to permanent residential or nursing care.</p> <p>Comparatively, St Helens performance is 3rd quartile for this indicator within its peer group, with a higher admission rate than both the NW and England averages (2020/21).</p> <p>During 2021/22, adult social care services have been redesigning the market and anticipate a reduction in the need for residential and nursing care placements. Once the strategy is finalised and approved the targets for 2023/24 and 2024/25 will be reviewed.</p>
Number of adults aged 18-64 admitted on a permanent basis in the year to residential or nursing care per 100,000 population	Lower	Existing	Quarterly	8.4	16.0	12.0	11.0	10.0	<p>Over the period of the pandemic, increased preventative health measures led to growing confidence in the care sector, whilst factors such as the end of the furlough scheme and the impact of caring responsibilities has meant carers may no longer feel able to support relatives to remain safely at home.</p> <p>This coupled with increasing demands necessitated by the Omicron Covid variant wave and winter pressures led to increased hospital admission and therefore discharge activity. There is also growing scarcity of domiciliary care packages owing to staff shortages resultant from the Omicron variant as well</p>

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
									<p>as structural issues with the sector. These factors have led to the target for 2021/22 not being achieved.</p> <p>However, if performance is considered over the past two years, performance remained below target for older adults admitted to permanent residential or nursing care.</p> <p>Comparatively, St Helens performance is 1st quartile for this indicator within its peer group, and better than both the NW and England averages (2020/21).</p> <p>During 2021/22, adult social care services have been redesigning the market and anticipate a reduction in the need for residential and nursing care placements. Once the strategy is finalised and approved the targets for 2023/24 and 2024/25 will be reviewed.</p>
The outcome of short-term services	Higher	Existing	Quarterly	86.4%	83%	87%	90%	90%	<p>The indicator measures the percentage of service users that received a short-term social care service not subsequently requiring ongoing support or support at a lower level. There will continue to be investment in reablement and interventions that reduce dependency on long term services. In particular, seeking to maximise extra care opportunities through Foundary Wharf and examining the potential to re-introduce transitional tenancies and increase transitional beds.</p> <p>St Helens is 1st quartile in its comparator group and performed better than the NW and England averages in 2020/21.</p>

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
Percentage of older people discharged from hospital to their own home or to a residential or nursing home or extra care housing bed for rehabilitation who are still at their place of residence 91 days after discharge	Higher	Existing	Quarterly	91.6%	90%	90%	90%	90%	Current expected performance significantly exceeds England, North West, and peer group comparators; therefore, the aspirational objective is to maintain current strong performance.
Percentage of adult social care users stating that they often or sometimes feel lonely through the annual assessment / review process	Lower	New	Quarterly	N/A	23%	20%	18%	15%	This indicator highlights the number of people assessed who state they sometimes or often feel lonely as part of the initial or annual assessment. As this is a new indicator, a target of 20% has been recorded but will be reviewed within 6 months and revised as necessary. The ongoing aim is to reduce feelings of loneliness or isolation.
People's physical and mental wellbeing improves									
Percentage of service users satisfied with	Higher	Existing	Quarterly	72%	70%	70%	70%	70%	This indicator highlights the number of Safeguarding Enquiries closed with the outcomes identified by the service user fully achieved. As this was a new indicator in 2021/22, a target of 70% was recorded.

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
safeguarding outcome									<p>The projection is that this target will be met for 2021/22.</p> <p>The data indicates that 30% of safeguarding enquiries are closed with either the outcomes identified being partially met or not met. However, as it is not always possible to fully achieve the outcomes identified by the alleged victim, the target for 2022/23 and future years will remain at 70%, with the aim to maintain consistent performance.</p>
Number of adults, receiving self-directed support in the year to 31st March, as a percentage of clients accessing long-term community support	Higher	Existing	Quarterly	86%	90%	92%	94%	95%	<p>It is difficult to predict the impact of Covid-19 on this indicator. Comparative performance for the latest published ASCOF data 2020/21 which measures the percentage of clients receiving self-directed support at year end is bottom quartile for the nearest neighbour statistical group but better than the NW and England averages 86.0</p> <p>An improvement plan is in development to address current performance.</p>

Tier 2

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
People live well independently									
Healthy Life expectancy - male	Higher	Existing	Annual	58.3 (2017-19)	N/A	58.3	TBA	TBA	Data for this PI is time lagged. The latest published data is for the period 2017-19. The number of years healthy life expectancy at birth (males) in St Helens is 58.3 years, considerably lower than regional (61.7) and national (63.2) averages. The target set is cautious to prevent a worsening trend, until the impact of limited access to healthcare during the pandemic is better known.
Healthy Life expectancy - female	Higher	Existing	Annual	58.4 (2017-19)	N/A	58.4	TBA	TBA	Data for this PI is time lagged. The latest published data is for the period 2017-19. The number of years healthy life expectancy at birth (females) in St Helens is 58.4 years, considerably lower than regional (62.2) and national (63.5) averages. The target set is cautious to prevent a worsening trend, until the impact of limited access to healthcare during the pandemic is better known.
Successful percentage completion of drug treatment - opiate users	Higher	New	Quarterly	3.9% (2020)	TBC	3.9%	TBA	TBA	Data for this PI is time lagged. The latest nationally verified data is for the period 2020 and shows 3.9% of opiate users successfully completed treatment without re-presenting within 6 months. This compares to 4.7% regionally and nationally. St Helens is 3 rd quartile for this PI for its nearest neighbour statistical group. The target set is to initially maintain performance until service data is known, supported by the new substance misuse service. Projected outturn data for 2021/22 is not

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
									available and targets may need to be revised upon receipt of data from the commissioned service.
Successful percentage completion of drug treatment – non-opiate users	Higher	New	Quarterly	33%	TBC	33%	TBA	TBA	Data for this PI is time lagged. The latest nationally verified data is for the period 2020 and shows 33% of non-opiate users successfully completed treatment without re-presenting within 6 months. This compares to 36.5% regionally and 29.8% nationally. St Helens is 3 rd quartile for this PI for its nearest neighbour statistical group. The target set is to initially maintain performance until service data is known, supported by the new substance misuse service. Projected outturn data for 2021/22 is not available and targets may need to be revised upon receipt of data from the commissioned service.
Under 75 mortality rate from CVD	Lower	New	Annual	92.1 (2017-19)	N/A	92.1	TBC	TBC	The measure is a 3-year rolling rate. Data for this PI is time lagged. The latest nationally verified data is for the period 2017-19 and shows St Helens rate of under-75 mortality due to all cardiovascular diseases is 92.1 per 100,000 population. This compares to a North West average of 86.1 and an England average of 70.4. St Helens is in the bottom quartile for this PI for its nearest neighbour statistical group. The target set for 2022/23 is provisional waiting more up to date data. Recent trends are unknown, but it is suspected deaths will have risen due to suboptimal healthcare and delayed help seeking presentations due to pandemic.
Obesity: QOF prevalence (age 18 years+)	Lower	Existing	Annual	12.4% (2019/20)	7.1% (2020/21)	15%	TBC	TBC	The latest nationally verified data is for the period 2020/21 and shows a dramatic decrease in obesity rates of adults (18+ years) on GP registers, locally,

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
									regionally, and nationally. St Helens rate has reduced from 12.4% in 2019/20 to 7.1% in 2020/21 and compares to 7.2% in the North West and 6.9% in England. However, there are significant data quality concerns around the latest data as during the pandemic, data collection on this indicator was deprioritised due to ongoing covid response and remote appointments. The target an anticipated increase in obesity due to the impact of the pandemic. The Active Lives Strategy will target improvement in this area over the course of coming years.
Percentage of physically active adults	Higher	Existing	Annual	62% (2019/20)	N/A	63.9%	TBC	TBC	Data for this PI is time lagged. The latest nationally verified data is for the period 2019/20 and shows the percentage of physically active adults in St Helens is 62%. This compares to 63.9% in the North West and 66.4% in England. A cautious initial target has been set to increase physical activity supported by the Active Lives Strategy, obesity strategy and physical activity workstreams.
Percentage of population meeting the recommended '5 a day' on a usual day	Higher	Existing	Annual	47.5% (2019/20)	N/A	48.3%	TBC	TBC	Data for this PI is time lagged. The latest nationally verified data is for the period 2019/20 and shows the percentage of the St Helens population who meet the recommended '5 a day' is only 47.5%. This compares to 51% in the North West and 55% in England. A cautious initial target has been set to increase healthy eating linked to the obesity strategy, however 'cost of living' rises will present a challenge for behaviour change.

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
Percentage of eligible population with influenza vaccination	Higher	Existing	Annual	81.5%	N/A	81.5%	TBC	TBC	Data for this PI is time lagged. The latest verified national data is for the period 2020/21 and shows 81.5% of the eligible population in St Helens had received their flu vaccination. This is better than both regional and national averages (80.9% for both). The target set is to initially maintain this level of performance.
Cancer screening coverage - breast cancer	Higher	New	Annual	75% (2020)	59.7% (2021)	67%	75%	TBC	Data for this PI is time lagged. The latest verified national data is for the period 2020/21 and shows 59.7% of the eligible population were screened for breast cancer. This compares to 62.2% in the North West and 64.1% in England. Targets reflect a reduction in cancer screening from the 2020 position initially until the backlog has been addressed due to reduced access to screening services during the pandemic.
Cancer screening coverage - bowel cancer	Higher	Existing	Annual	62.9% (2020)	57.5% (2021)	60%	TBC	TBC	Data for this PI is time lagged. The latest verified national data is for the period 2020/21 and shows 57.5% of the eligible population were screened for bowel cancer. This compares to 60.9% in the North West and 65.2% in England. 60% is in line with the national average. The initial target reflects a reduction on the 2020 position on cancer screening due to service disruption during the pandemic whereby restoration should result increases in future years.
People have a positive experience of health and care services									
Number of episodes of reablement or	Higher	Existing	Quarterly	181	190	190	190	190	This was a new indicator in 2021/22 and was assigned a target of 180 per 10,000 population.

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
intermediate care intervention for clients aged 65+ (per 10,000 population)									The projected outturn is 190 per 10,000 and the target for 2022/23 will be increased to match projected performance. The aim of the department is that the indicator evidences an increase in people having short term care and not moving into long term care. The percentage change in long-term service user's indicator evidences an increase in people helped to live at home instead of going into permanent residential or nursing care and the percentage change in residential admissions per quarter shows a slowing down or decrease in the number of people admitted to permanent residential or nursing care.
The number of carers receiving a carers specific service (per 10,000 population)	Higher	Existing	Quarterly	169	153	155	155	155	The projection for 2021/22 is 153 per 10,000, which is better than the target for the year and places St Helens within the top quartile for the North West region. The target for 2022/23 will be increased to match and improve performance.
Number of completed annual adult social care reviews in a rolling 12-month period as a percentage of clients accessing support for more than 12 months	Higher	Existing	Quarterly	80	86	85	85	85	This indicator highlights the number of people who received a completed annual review in a rolling 12-month period against the number of people accessing long term support for more than 12 months. This was the first year that this indicator has been completed and a target of 80% was recorded. The projected outturn is 86%. The target for 2022/23 has been set at 85% to maintain the good performance, which compares very strongly against the NW average performance.

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
Percentage change in permanent residential and nursing placements per quarter (rolling 12 months)	Lower	Existing	Quarterly	2.4%	5%	4%	4%	4%	<p>This indicator compares the number of people in receipt of permanent Residential and Nursing Care at the end of the previous quarter to the number of people in receipt of permanent Residential and Nursing Care at the end of the previous month.</p> <p>This was the first year that this indicator has been completed and a target was set at 5%. The projected outturn is 5% and a target for 2022/23 has been set at 4% with the aim to reduce the number of people being admitted into permanent care.</p> <p>The aim of the department is that the episodes of reablement or intermediate care indicator evidences an increase in people having short term care and not moving into long term care, that the change in long-term service user's indicator evidences an increase in people helped to live at home instead of going into permanent residential or nursing care and that this indicator shows a slowing down or decrease in the number of people admitted to permanent residential or nursing care.</p>
Percentage change in long-term service users from the previous quarter	Lower	Existing	Quarterly	-1.8%	-3%	2%	2%	2%	<p>This indicator compares the number of people in receipt of long-term community services at the end of the previous quarter to the number of people in receipt of long-term community services at the end of the previous month.</p> <p>This was the first year that this indicator has been completed and a target had been set at 2.0% increase per month. The projected outturn for 2021/22 is -3%.</p>

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
									The aim of the department is that the episodes of reablement or intermediate care indicator evidences an increase in people having short term care and not moving into long term care, that this indicator evidences an increase in people helped to live at home instead of going into permanent residential or nursing care and that the percentage change in admissions to residential or nursing care shows a slowing down or decrease in the number of people admitted to permanent residential or nursing care.
Percentage of adults aged 18-64 with learning disabilities in employment.	Higher	Existing	Quarterly	5.9%	6%	6%	6%	6%	<p>St Helens performance in 2020/21 was 5.88% and placed it in the top quartile for the nearest neighbour comparator group and better than regional and national averages. This performance was lower than previous years and due to the pandemic and closure of multiple employment opportunities.</p> <p>Current performance at 6.12% (January 2022) should be considered in the context of fewer employment opportunities and ongoing uncertainty due to the pandemic and therefore the potential for a significant change to the outturn if only a small number of clients leave or start paid employment.</p> <p>The target is being set at 6% to maintain performance in the top quartile.</p>
People's physical and mental wellbeing improves									
Percentage of people receiving social care and support services satisfied with	Higher	Existing	Annual	N/A	N/A	TBA	TBA	TBA	The Adult Social Care Survey was suspended due to the Covid pandemic but will recommence in early 2022. The data gathered will be reported in 2021/22

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
the services they receive (Adult Social Care Survey - local measure)									and used as a baseline for which to establish targets from 2023/24.
Percentage of initial strategy discussions undertaken within 1 working day of an adult safeguarding alert being made to the contact centre.	Higher	Existing	Quarterly	95%	95%	95%	95%	95%	Due to the increased number of safeguarding enquiries during the Covid-19 pandemic, a number of initial strategy discussions missed the 1-day deadline, the percentage decreased and could not be increased to meet the target of 95%. The target remains set at 95% for 2022/23 and will be closely monitored.
Percentage of visits to an adult safeguarding victim undertaken within 2 working days of the initial strategy discussion unless requested otherwise by service user or family.	Higher	Existing	Quarterly	100%	100%	98%	98%	98%	During 2020/21 this indicator shows those enquiries leading to investigation are being commenced in a timely manner and this evidences consistent positive performance. The projection for the 2021/2022 is 100%. Targets have been set to ensure strong performance continues whilst acknowledging an increasing number of enquiries for Safeguarding.

Create safe and strong communities and neighbourhoods for all

Tier 1

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
Our Communities and neighbourhoods are safe, strong, and caring									
Percentage of Community Safety Survey respondents reporting feeling safe or fairly safe in their local area	Higher	Existing	Annual	No Survey 20/21	72%	75%	76%	77%	<p>A Community Safety Survey was undertaken in Jan / Feb of 2022 and recorded over 700 responses. 90% of residents who responded reported feeling safe or fairly safe in their neighbourhood during the daytime, although this reduces significantly to 54% at night. This gives a combined score of 72% reported feeling safe at day and night.</p> <p>The Safer St Helens Executive (the local Community Safety Partnership) will measure this indicator again in 2022/23 with the aim to increase perceptions of safety in neighbourhoods to 92% during the daytime and to at least 60% during the night.</p>
Number of incidents of anti-social behaviour	Lower	Existing	Quarterly	6,063	4,000	3,750	3,500	3,250	<p>The target for 2022/23 is for a reduction in the number of reported ASB incidents in the borough. Data for 2020/21 reflects previous reporting relating to Covid regulation breaches. Enhanced partner activity and the move to locality delivery and targeted actions will assist in reducing the number of incidents during the next year.</p>
Percentage rate in repeat victimisation for those domestic	Lower	Existing	Quarterly	39.6%	44.5%	40%	39%	38%	<p>The target is to reduce the number of repeat cases to the MARAC during 2022/23 to less than 40% of cases managed by MARAC. Repeat cases are usually linked to a breach of</p>

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
violence cases being managed by a MARAC									existing safety measures in place to protect the victim therefore it is key that this number is reduced to reflect safety planning and a robust response to perpetrators. A new IT system will be implemented during 2022 which will allow for greater analysis of the detail of repeat cases to inform the future MARAC process.
Our voluntary and community groups are better supported to make a difference									
Number of active community volunteers (Volunteer Portal)	Higher	Existing	Quarterly	1,034	1,870	2120	2370	2620	This is a measure linked to our Community Engagement Strategy. The 21/22 outturn was high due to the pandemic. The target is a normal year's increase by 250 per calendar year
Our neighbourhoods provide the right homes for all									
Number of households who are being assessed as being owed the full housing duty (where homelessness has not been prevented or relieved)	Lower	Existing	Quarterly	23	26	25	24	24	The focus of housing options service is the prevention/relief of homelessness wherever possible, and the Homelessness Reduction Act 2017 supports this focus. Delays in allocations and sheer demand for properties has meant that people have waited longer to be housed which has meant more people have proceeded into main duty.
Number of rough sleepers (bi-monthly spotlight count)	Lower	Existing	Bi-monthly	N/A	2	2	2	2	Targets are based on current performance in reducing the number of rough sleepers on the streets on a given night. Bi-monthly counts will be conducted throughout the year, and this will form the basis of the estimated figure of rough sleepers.

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
Number of net increases in dwelling stock	Higher	Existing	Quarterly	646.0	tbc	486	486	486	<p>This reflects the average housing requirement (2016-2037) set out in the Local Plan Submission Draft, policy LPA05. As it is an average requirement, actual delivery year to year will likely vary above and below this over the lifetime of the Local Plan.</p> <p>Outturn for 2021/22 will be confirmed through the full count to be completed in March 2022.</p>
New affordable homes as a percentage of all new homes	Higher	Existing	Quarterly	N/A	24	24	24	24	<p>The evidence informing the Local Plan indicates the need for affordable housing as a percentage of overall Housing need is 24%. This is explained in the reasoned justification supporting Policy LPC01 in the Plan. Policy LPC02 requires varying proportions of affordable housing to be delivered on sites of 11 or more units in the Borough depending on which viability zone they are located in, and whether they are brownfield / greenfield sites. Affordable housing provision could also be affected by site specific factors affecting viability. Therefore, the actual provision of affordable housing year to year will depend on the nature of sites coming forward in any given year, and in this context, delivering less than 24% affordable housing in a year should not be seen as a failure.</p>

Tier 2

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
Our Communities and neighbourhoods are safe, strong, and caring									
Number of domestic abuse recorded incidents	Higher	Existing	Quarterly	3,791	4,846	5,000	5,200	5,500	Whilst any incident of domestic abuse is unacceptable and harmful to the victim / survivor, family members and the wider community, an increase in reporting demonstrates confidence in reaching out for support to the Police and partner agencies. Whilst our overall aim is to reduce the occurrence of domestic abuse in our communities, an increase in reporting is favourable as this can indicate confidence in reporting channels and will result in a victim / survivors receiving help and supportive outcomes.
Number of hate crimes incidents reported to agencies	Higher	Existing	Quarterly	329	475	500	520	540	Whilst our overarching aim is to reduce hate crime incidents in the borough, it is important that victims of hate crimes have confidence to report to agencies and that they receive a timely response and support. Our campaigns encourage reporting and therefore the target is to increase reporting.
Our neighbourhoods provide the right homes for all									
Number of private sector vacant dwellings that are returned into occupation or demolished as a direct result of action by the local authority	Higher	Existing	Quarterly	49	60	60	60	60	The Council's Empty Property service works with the owners of vacant properties to enable them to bring their homes back into use. The majority of this work is through provision of advice and information, linking owners with interested developers and estate agents and general 'pester power' to ensure owners are aware of their obligations and the effect vacant properties have on the community. Where owners fail to engage, the Council can also consider

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
									enforcement options to tidy up properties and to enforce a change of ownership where all other options have failed. The target is set at 60 which reflects a recovery in performance following the effects of Covid on the housing market.
Number of long-term empty homes	Lower	Existing	Annual	1,444	1,245	1,350	1,325	1,300	<p>Addressing all long-term empty properties including those subject to certain Council Tax exemptions (and therefore not included within the New Homes Bonus returns relating to empty property) continues to be a core function of the Empty Property service. However, direct Council service intervention accounts for less than 10% of the total number of vacant property improvements within the Borough. The number of long-term empty properties is subject to significant annual fluctuations reflecting third party owner activity outside the Council's control, economic and market forces operating within the Borough which affect the demand for and value of properties and also data cleansing exercises carried out with regard to Council Tax reporting systems.</p> <p>The low 2021/22 outturn is likely to reflect the temporary removal of stamp duty on the housing market and so targets have been set to more accurately account for improvement on pre Covid year outturns.</p>
Number of households that are families with children living in	Lower	Existing	Quarterly	58	70	65	63	62	Delays in allocations, demand for properties and increasing numbers of cases requiring temporary accommodation as homelessness could not be prevented in the given time frame, continue to impact on people remaining in temporary

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
temporary accommodation.									accommodation, some of these will stem from Covid impact and hopefully will improve in future years.
Total number of weeks spent in temporary accommodation provided by the local authority (not B&B/refuge) for all households who have been assessed as being owed the relief duty or full duty.	Lower	Existing	Quarterly	13.3	9.5	11.5	10.5	9.5	Wherever possible we would endeavour to move households into alternative accommodation within 11.5 weeks of the relief duty commencing. Placements following the introduction of the Homelessness Reduction Act 2017, will potentially result in us having more households in temporary accommodation for longer periods of time due to extended duties under the act. We still anticipate the impact of Covid- in particular evictions in social and private rented sector in the coming year causing potential delays with allocations and increases in approaches which means more people are competing on the housing register for properties which can impact on how long people are in temporary accommodation.
Number of households assisted to reduce fuel poverty	Higher	Existing	Quarterly	764	800	825	825	825	The target set for 2022/23 is based on direct measures/advice provided to households in previous years (average annual figure from 2019/20 to projected outturn for 2021/22). The target reflects available resources to continue to provide same level of support with a reduction in staff.

Support a strong, thriving, inclusive and well-connected economy

Tier 1

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
Our local economy recovers and grows and people's skills and access to jobs improves									
Number of new business registrations	Higher	Existing	Annual	885	840	850	875	900	The PI is reportable annually. The 2020/21 outturn is the 2019 verified business demography data published by the ONS. The 2021/22 projection is the 2020 verified data published by ONS. The emerging Inclusive Growth Strategy will support workstreams to address growth and retention in the Boroughs business base and seek to develop new opportunities. A prudent target has been set whilst this strategy is under development and future year projections will be reviewed to reflect progress made with the Inclusive Growth Strategy.
Business density (Number of units per 10,000 population)	Higher	Existing	Annual	317	326	340	360	380	The PI is reportable annually. The 2020/21 outturn is the 2020 verified business density data published by the ONS (IDBR). The 2021/22 projection is the 2021 verified data published by ONS. St Helens latest business density of 326 business units per 10,000 pop. remains some distance from regional (434) and national levels (492). The Inclusive Growth Strategy is under development and once implementation is progressing, it will have a positive impact on this indicator; future

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
									year projections may therefore be amended to reflect this.
Number of people supported into Employment, Education and Training through Ways to Work Programmes	Higher	Existing	Quarterly	230	250	340	TBC	TBC	2022/23 targets have been established based on the ESF programme funding outputs for the 'Ways to Work' and 'Positive Inclusion' initiatives, and the into employment/training outcomes associated with the CRF Funded 'St Helens Pathways to Employment'. The target for the year 2022/23 is 340, which represents a 25% increase on the contractual targets. The Ways to Work Programme is only resourced to December 2023 and therefore future year targets beyond 2022/23 cannot be determined currently.
Proportion of the population aged 16-64 qualified to at least level 3 or higher.	Higher	Existing	Annual	53.9%	56.8%	57.9%	58.5%	59.5%	The PI is reportable annually. The 2020/21 outturn is the 2019 verified data published by Nomis. The 2021/22 projection is the 2020 verified data published by Nomis. The 2021 verified data is yet to be published. The latest 2020 data for St Helens demonstrates a closing of the skills gap compared to the NW average (57.9%) and England average (61.3%). The emerging Inclusive Growth Strategy will support workstreams to further improve the skills gap and levels of attainment and surpass current levels. A prudent target of continued improvement towards the current England average has been set whilst this strategy is under development and future year projections

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
									will be reviewed to reflect progress made with the Inclusive Growth Strategy.
Rate of employment (working age)	Higher	Existing	Quarterly	76.2%	74.1%	75%	75.5%	76.2%	<p>The PI is reported quarterly, although time lagged. The 2020/21 outturn is nationally published data for the period January to December 2020. The projection for 201/22 is the latest available nationally published data for October 2020 to September 2021. There has been a decrease in the rate of employment between these 2 periods. St Helens current rate of 74.1% is still above the NW average 73.3% but below the England average of 74.6%.</p> <p>The emerging Inclusive Growth Strategy will support workstreams to increase access to employment opportunities across the Borough. A prudent target of recovery to 2020/21 outturn has been set whilst this strategy is under development and future year projections will be reviewed to reflect progress made with the Inclusive Growth Strategy.</p>
Our Town and neighbourhood centres are vibrant places for all to use, value and enjoy									
Percentage of retail vacancies for St Helens Town Centre	Lower	Existing	Quarterly	N/A	23.9%	20%	20%	TBC	<p>From 2022/23 this indicator of town centre viability is to be reported separately for Earlestown and St Helens town centres. The breakdown for St Helens town centre (data period March 2022) is:</p>

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
									St Helens - 73 units of 305 units surveyed, which equates to 23.9% vacancy rate compared to December 2021 of 24.26% It is important to recognise that vacancy levels will intentionally increase in the short-term as vacant possession of the Hardshaw and St Mary's Shopping Centres needs to be secured to facilitate demolition and Phase 1 ECF redevelopment. We will report on the overall figure going forward explaining the intentional voids subject to future demolition in the narrative so there is a true picture of lettable properties.
Percentage of retail vacancies for Earlestown Town Centre	Lower	Existing	Quarterly	N/A	18.5%	18%	18%	TBC	From 2022/23 this indicator of town centre viability is to be reported separately for Earlestown and St Helens town centres. The breakdown for Earlestown town centre (data period March 2022) is: Earlestown - 21 units of 134 units surveyed, which equates to 18.5% compared to December 2021 of 18.75% vacancy rate. Please note the reduced percentage is due to a higher number of properties in Earlestown being surveyed.
Percentage of residents satisfied with their local area as a place to live	Higher	New	Annual	N/A	N/A	N/A	TBC	TBC	A Resident's Survey to be developed and undertaken during the course of Quarter 4 2021/22 and Quarter 1 2022/23. Analysis of the data will provide a baseline for target setting for future years.

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
Our places are well-connected with accessible transport and digital networks									
Percentage change in average daily cyclist flow per functioning counter	Higher	New	Annual	43%	51.3%	53.9%	55.5%	57.2%	Data will be monitored quarterly but reported annually as the average increase over the year on the 4 quarters compared to that within the 4 quarters of the previous year. A modest % increase has been targeted at this point given operational issues with cycle counters and disruption of the COVID-19 pandemic affecting comparability of historic data. Data for previous years as follows: 57.6 (2017/18, 7% decrease), 38.3 (2018/19, 34% decrease), 34.6 (2019/20, 10% decrease), 43.2 (2020/21, 25% increase). 2021/22 projected outturn based on forecasts from Q1 and Q2 data. Future targets will be refined as more reliable data comes onstream.
Percentage change in average daily pedestrian flow	Higher	New	Annual	N/A	N/A	N/A	TBC	TBC	The indicator will not be reportable until 2023/24. New pedestrian flow sensor infrastructure will be introduced over the course of 2022 and baseline data collated to enable target setting and reporting during 2023/24.
Percentage of premises with access to gigabit broadband connectivity	Higher	New	Annual	N/A	81%	83%	85%	87%	St Helens has excellent broadband connectivity. Almost all premises (97.6%) have superfast broadband availability (national average: 94.9%), and 83.7% have ultrafast connectivity, significantly higher than the 60.2% national average. There is also strong

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
									<p>gigabit connectivity with almost 81% of premises with this speed broadband. This is significantly higher than comparator authorities Warrington (63.2%), Wigan (11.0%) and Preston (5.7%). It is also higher than in Liverpool itself (76.0%) and is significantly above the UK average (26.7%). Despite the strong existing gigabit connectivity, a number of operators have planned rollout across the borough in the coming years and so the projections include for further access growth.</p>

Tier 2

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
Our Town and neighbourhood centres are vibrant places for all to use, value and enjoy									
Percentage of major planning applications determined within 13 weeks or within an agreed extension in time	Higher	Existing	Quarterly	100%	100%	100%	100%	100%	The statutory time limits for applications for planning permission are set out in article 34 of the Town and Country Planning (Development Management Procedure (England) Order 2015 (as amended)). For major applications this is 13 weeks. The Local Planning Authority can agree extensions of time with applicants to extend that period to an agreed date to accommodate outstanding issues to be resolved. Utilising these extensions of time, when necessary, allows the Local Planning Authority to maintain performance such that it does not fail the Secretary of States published criteria so that it becomes designated and results in applications being able to be submitted to the Secretary of State, bypassing the LPA, and meaning the fees for these applications are not received.
Percentage of minor and other applications determined within 8 weeks or an agreed extension time	Higher	Existing	Quarterly	95	95	95	95	95	The statutory time limits for applications for planning permission are set out in article 34 of the Town and Country Planning (Development Management Procedure (England) Order 2015 (as amended)). For minor and other applications this is 8 weeks. The Local Planning Authority can agree extensions of time with applicants to extend that period to an agreed date to accommodate outstanding issues to be resolved. Utilising these extensions of time, when necessary, allows the Local Planning Authority to maintain performance

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
									such that it does not fail the Secretary of States published criteria so that it becomes designated and results in applications being able to be submitted to the Secretary of State, bypassing the LPA, and meaning the fees for these applications are not received.

Create green and vibrant places that reflect our heritage and culture

Tier 1

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
Our environment is protected for the future									
The amount of direct greenhouse gas emissions within the scope of influence of local authorities (kilo tonnes of CO ₂)	Lower	Existing	Annual	809.9	784.0	790	750.5	711	<p>Data for this indicator is time lagged. The latest available data is for the period 2019 (DBEIS). The outturn for 2021/22 is 784.0 Kilo tonnes of CO₂.</p> <p>Targets are set in line with the Climate Change commitment of zero carbon by 2040. Meeting this will require a reduction of 39.5 units annually over a 20-year period from 2022-32, given the 2-year lag in the data.</p> <p>This will need to be reviewed once we have the climate action plan approved by cabinet (in the summer). A linear reduction in emissions is not likely to be possible. The ability to deliver this will also be hugely impacted by the property transformation programme.</p>
The amount of direct greenhouse gas emissions (kilo tonnes of CO ₂) borough wide)	Lower	Existing	Annual	1,177.1	1,132.8	1,062	992	922	<p>Data for this indicator is time lagged. The latest available data is for the period 2019 (DBEIS). The outturn for 2021/22 is 1,132.8 Kilo tonnes of CO₂.</p> <p>Targets are set in line with the Climate Change commitment of zero carbon by 2040.</p> <p>Achievement of this target is not necessarily within the Councils direct control. In future years we may need to have a rethink to better define what role the Council plays in achieving this.</p>

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
Air Quality Measure	Lower	Existing	Annual	36	40	39	38	37	<p>40ug/m3 is the national air quality objective for the annual mean concentration of Nitrogen Dioxide. The concentration is the trigger level, which when exceeded in St. Helens led to 4 air quality management areas (AQMAs) being declared within the borough. Prior to the pandemic when vehicle usage was much higher two of the AQMAs were below 40, one was on or around 40 and one exceeded 40.</p> <p>The 2020/21 outturn was 36ug/m3. However, during the Covid-19 pandemic and restrictions on movement, vehicle usage was lower and air quality improved. It is inevitable that the mean concentration of Nitrogen Dioxide will increase across the 4 AQMAs as vehicle usage increases and the outturn for 2021/22 is projected to be similar to pre-pandemic levels.</p> <p>The target for 2022/23 and future years has been set at a lower concentration than that for 2021/22 to make it progressive. Although, as noted above, if vehicle usage increases to pre-pandemic levels, the target will be challenging to meet.</p>
Percentage of household waste arisings which have been sent for recycling	Higher	Existing	Quarterly	32.37%	37.0%	38.0%	39.0%	40.0%	<p>Our recycling rate has now returned to close to the pre-covid level. However, the total amount of waste and recycling that is being collected is still higher than pre-covid levels, due to more home working. We will be developing a programme of engagement activities to encourage residents to increase recycling and reduce waste.</p>

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
									<p>The latest nationally published comparative data is for the period 2020/21, when St Helens recycling rate was 31.4%, placing it bottom quartile for the statistical neighbour group. St Helens projected outturn for 2021/22 of 37% is a significant improvement but still some way off the regional (44.7%) and national (42.3%) averages (data period 2020/21).</p> <p>More specific targets can be set once the Council's waste strategy has been adopted. This has been deferred pending the announcement of national changes.</p>
Kilograms of residual household waste collected per household	Lower	Existing	Quarterly	584.1	536.0	500.0	480.0	470.0	<p>The total amount of waste and recycling that is being collected is still higher than pre-covid levels, due to more home working. We will be developing a programme of engagement activities to encourage an increase in recycling and reduction of waste.</p> <p>The latest nationally published comparative data is for the period 2020/21 and shows St Helens was 3rd quartile for its statistical nearest neighbour group with 584.1 Kg residual waste collected per household. The projected outturn for 2021/22 is an improvement at 536Kg per household and is better than the regional (558.5Kg) and national (552.9Kg) averages in 2020/21.</p>

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
Our green and open spaces are enjoyed and looked after by us all									
Number of fly tipping incidents	Lower	Existing	Quarterly	2,060	1,950	1,900	1,860	1,830	<p>With an increase in enforcement action and an education programme to highlight the problem of fly tipping, it is anticipated that the number of incidents should reduce.</p> <p>The latest published comparative data is for the period 2020/21. Data is published as a rate per 1,000 population. St Helens is 2nd quartile for its nearest neighbour statistical group, with a rate of fly-tipping incidents that is lower than the regional and national average. NB. The verified published data for St Helens relates to resident / public reported incidents. There may be additional incidents identified by staff / contractors, not reflected in these figures.</p>
Number of enforcements actions against fly tipping	Higher	Existing	Quarterly	175	180	190	200	210	<p>The 2022/23 target is higher and subsequently more challenging than previous years. It is considered attainable providing existing resources are maintained.</p> <p>The latest verified published data is for the period 2020/21. Data is published as a rate per 1,000 population. St Helens is top quartile for its nearest neighbour statistical group at 24.2 per 1,000 population. This compares to a North West average of 9.3 per 1,000 and an England average of 8.1 per 1,000 population.</p>

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
Percentage of relevant land and highways that is assessed as having deposits of litter at an acceptable level	Higher	Existing	Quarterly	94.4%	95%	95%	95%	95%	Service provision for sweeping and litter picking are being reviewed and focused on maintaining service standards. This provision to be further supported with volunteer litter picking groups.
Percentage of residents satisfied with parks and open spaces	Higher	New	Annual	N/A	N/A	N/A	TBA	TBA	A Resident Survey will be undertaken in Q1 2022/23 to provide baseline data and to enable future target setting.
Our spirit and identity are celebrated through our heritage, arts, and culture									
Percentage of residents agreeing St Helens offers a variety of opportunities for people to engage in arts, heritage, and cultural activities	Higher	New	Annual	N/A	N/A	N/A	N/A	N/A	A Resident Survey will be undertaken in Q1 2022/23 to provide baseline data and to enable future target setting.
Percentage of residents agreeing St Helens offers a variety of opportunities for people to be physically active	Higher	New	Annual	N/A	N/A	N/A	N/A	N/A	A Resident Survey will be undertaken in Q1 2022/23 to provide baseline data and to enable future target setting.

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
Number of visits to council managed sports and leisure centres	Higher	Existing	Quarterly	269,081	750,000	800,000	850,000	900,000	The target has been set to account for the loss of facilities at Parr Swimming and Fitness Centre and the recommissioning of the pool at Sutton Leisure Centre forecast to open during 2022/23.
Total number of physical and virtual visits to Library Services	Higher	New	Quarterly	268,101	364,000	245,000	270,000	300,000	The target has been set to reflect the adoption of the Library Strategy and the impact this will have on service delivery platforms.
Percentage of residents satisfied with council provided leisure services	Higher	New	Annual	N/A	N/A	N/A	N/A	N/A	A Resident Survey will be undertaken in Q1 2022/23 to provide baseline data and to enable future target setting.
Percentage of residents satisfied with Library services	Higher	New	Annual	N/A	N/A	N/A	N/A	N/A	A Resident Survey will be undertaken in Q1 2022/23 to provide baseline data and to enable future target setting.

Tier 2

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
Our environment is protected for the future									
Number of properties in receipt of grant funding to reduce carbon emissions	Higher	New	Quarterly	N/A	N/A	350	350	350	<p>This is a new indicator based on a new funding stream hence projections and previous year's data are not available. The indicator will measure performance in securing additional funding to improve the energy efficiency of properties in the borough and reflects the targeted action, supported by the LCR Combined Authority, to reduce carbon usage in domestic properties. This will include homes that are supported via the Sustainable Warmth Fund, Social Housing Decarbonisation Fund (SHDF) and local measures established by the Affordable Warmth Service.</p> <p>The targets have been set based on the known funding available through external schemes via the LCR CA (Q1 of LAD2, Sustainable Warmth Fund and SHDF Round 1) and in-house delivery of affordable warmth schemes such as loft and cavity insulation. Further funding bids have been submitted, which if successful will support the work programme for 2023/24 and beyond.</p>
Our spirit and identity are celebrated through our heritage, arts, and culture									
Total number of attendances at library, arts and cultural events supported by St	Higher	Existing	Quarterly	N/A	N/A	8,800	18,000	11,000	<p>This is a new indicator for 2022/23. A projection for 2021/22 and an outturn for 2020/21 is not available.</p>

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
Helens Library and Arts Services									The target has been set based on the current planned programme of work contained within the Libraries NPO application and other known activity and events. Also, St Helens has been chosen as the Liverpool City Region Borough of Culture for 2023. Therefore, an increase in participation in events and activities is anticipated, with a corresponding increase in budget for this period.
Total number of physical and virtual visits to St Helens Archive Service	Higher	New	Quarterly	3,025	3,116	3,300	3,500	3,700	The target is based on current commissions and takes account of the redevelopment of the Gamble building and the restrictions this will place on physical visits to the Archive over the next three years. The Archive is also available online with online archive visits contributing to achieving the targets set.
Number of Physical Items Borrowed from St Helens Libraries	Higher	New	Quarterly	114,646	310,000	148,000	164,000	180,000	The target has been set to reflect the adoption of the Library Strategy and the impact this will have on service delivery platforms.
Number of Virtual Items Borrowed from St Helens Libraries	Higher	New	Quarterly	71,947	53,000	58,000	64,000	70,000	The target has been set to reflect the adoption of the Library Strategy and the impact this will have on service delivery platforms.

Be a responsible council

Tier 1

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
Communicate, listen, engage, and work in partnership well with our residents, communities, local organisations, and partners recognising the strengths and skills in our community									
Number of complaints received	Lower	New	Quarterly	643	609	548	489	440	The provisional outturn for 2021/22 represents a small reduction in the number of complaints received in 2020/21. Future year's targets have been set to reflect a 10% year on year reduction in the number of complaints received across all council services. A thorough review of the complaints policy and associated business processes will be undertaken over the course of 2022/23. The introduction of the new Customer Relationship Management System 'Goss' will provide a single point of contact for all complaints and will improve case management and transparency. These actions coupled with an ongoing review of council wide service standards and the work stemming from the Customer Experience working group will drive the required improvement.
Percentage of Stage 1 complaints responded to within policy timescales	Higher	New	Quarterly	66%	65%	70%	85%	95%	The provisional outturn for 2021/22 is in line with performance in 2020/21. There is recognition of the need for significant improvement. The 2022/23 target has been set to reflect a 5% increase in compliance with complaints response times. Future year's targets are more ambitious once the actions highlighted above are implemented to drive the required improvement.

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
Percentage of residents believing the Council keeps them well informed of the services and benefits it provides	Higher	New	Annual	N/A	N/A	N/A	TBC	TBC	A Resident's Survey to be developed and undertaken during the course of Quarter 4 2021/22 and Quarter 1 2022/23. Analysis of the data will provide a baseline for target setting for future years.
Percentage of residents believing the Council keeps them well informed of its priorities and activities	Higher	New	Annual	N/A	N/A	N/A	TBC	TBC	
Percentage of residents trusting the Council	Higher	New	Annual	N/A	N/A	N/A	TBC	TBC	
Percentage of residents satisfied with the Council	Higher	New	Annual	N/A	N/A	N/A	TBC	TBC	
We invest in developing the strengths and skills of our workforce and elected members									
The percentage of staff completing mandatory core E-learning training	Higher	New	Quarterly	N/A	N/A	70%	80%	85%	This is a new indicator and no projection for 2021/22 or previous data is available. The Mandatory Core Training programme covers all Directorates and comprises Code of Conduct, Data Protection, Equality and Diversity and Unconscious Bias training modules. Additional modules are being developed and will be added to

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
									the programme next year. A provisional target of 70% has been set for 2022/23 based on improving upon the 62% of staff completing mandatory Data Protection and Code of Conduct training in 2021/22. Future years targets seek to increase this performance.
The percentage delivery of the Member Development Programme over 12 months	Higher	New	Quarterly	N/A	N/A	100%	100%	100%	The indicator monitors a new approach to monitoring delivery of a new proactive programme that provides the opportunity for elected members to invest in their development. The aim of the indicator is to deliver 100% of the programme over the course of the municipal year.
The percentage of training outcomes perceived to be above 'Satisfactory'	Higher	New	Quarterly	N/A	N/A	80%	85%	90%	This is a new indicator which will monitor the quality of outcomes of face-to-face training delivered to staff. The indicator will be measured through completion of training evaluation forms with a score of 4 or more indicating a satisfactory outcome. No projection or outturn for 2020/21 are available. The target set for 2022/23 is aspirational i.e., 80% of training deemed satisfactory or better. Future years targets seek to build on this performance but will be subject to review based on 12 months of data. A structured framework will be applied to the design / commissioning of training, including clear objectives, and agreed target groups.
The number of apprenticeships commenced in financial year as a percentage of	Higher	New	Quarterly	1.42%	1.12%	1.4%	1.7 %	1.9%	The statutory target of 2.3% of apprenticeship starts based on the size of the organisational workforce has been dropped by Government. Performance has been historically somewhat below this mark. Targets for 2022/23 and beyond are a stretch given current performance and are based

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
the total workforce.									on the aspiration to promote a greater number of apprenticeship starts across the council.
Embrace innovative ways of working to improve service delivery and the operations of the council									
The average work life balance score of staff completing the quarterly Pulse Survey.	Higher	New	Quarterly	N/A	3.2	3.6	3.6	3.6	<p>The projection is based on the outcome of the September 2021 pulse survey. A quarterly pulse survey will be undertaken over the course of 2022/23. Staff will be asked whether they have a good work/life balance. The score is from 1 - 5 - strongly disagree to strongly agree. The outcome sought re a 'good' work/life balance is those indicating they agree or strongly agree.</p> <p>The suggested target set is an average score of 3.6 or above across all employees completing the survey. Respondents to previous surveys have covered approximately 20% of the council workforce.</p>
Customer Effort Score - Customer rating on how easy the Council made it to resolve their issue	Higher	New	Quarterly	N/A	N/A	3.5	3.5	3.5	<p>This is a new indicator and has not previously been monitored. Customer effort score (CES) is a metric to show how much effort was required from customers to solve a problem and/or find information they're looking for. This Metric standard in most service industries. Customer will be sent a satisfaction survey 10 days i.e., av number of days we expect an interaction to be completed by after an interaction with our service be it a phone call or website interaction using a 5-point Likert scale to determine the ease of interacting with the council. For each question on the survey, calculates the total number of responses for each sentiment level (Very Unsatisfied, Unsatisfied, Neutral, Satisfied, Very</p>

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
									Satisfied). Adds the totals and divide by the total number of respondents. The annual target would be an average score of 3.5 or above.
Customer Satisfaction Score - Customer rating on satisfaction with contact with the Council	Higher	New	Quarterly	N/A	N/A	3.5	3.5	3.5	This is a new indicator and has not previously been monitored. The indicator measures the percentage of customers who following a request for service or information and the subsequent issuing to them of a satisfaction survey 10 days subsequent to the initial interaction, asking for a rating on their experience with the council. The indicator would be measured in the same way as the above indicator with a score stemming from the Likert scale and an average target score of 3.5 or above.
Percentage of Customers that have had their call answered within the promised timeframe	Higher	New	Quarterly	N/A	N/A	60.%	TBA	TBA	<p>This is a new indicator and has not previously been monitored The indicator measures the percentage of customers that have had their call answered in a promised timeframe. The preferred outcome would be 60% of all calls answered in 40 seconds by the end of 2022/23. Performance against the above target will need to be profiled against a 12-month improvement plan. Future years targets will be set following completion of the Phase 3 structure review</p> <p>The expectation is that quarterly review will be based on the performance against the expected target within the quarter not compared to the previous quarter.</p>

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
Provide value for money and ensure we are financially resilient and sustainable									
Percentage of council tax collected	Higher	Existing	Quarterly	93.65%	94.8%	95.0%	95.0%	95.2%	Council Tax recovery continues to be challenging with the increase in the cost of living impacting on food and energy costs. It is anticipated that a target of 95.0%, whilst below pre-pandemic periods, will remain a challenging target for 2022-2023.
Percentage of non-domestic rates due for the financial year which were received by the authority	Higher	Existing	Quarterly	92.34%	93.4%	94.5%	95.0%	95.5%	NNDR recovery continues to be challenging based on the current economic outlook and the ongoing impact that the pandemic has had on consumer demand. Structural changes within the service will seek to reinvigorate debt recovery function and seek to maximise in-year collection.

Tier 2

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
Communicate, listen, engage, and work in partnership well with our residents, communities, local organisations, and partners recognising the strengths and skills in our community									
Percentage of FOIs responded to within policy timescales	Higher	Existing	Quarterly	68%	83%	85%	88%	90%	The indicator has seen significant improvement over the course of the last 12 months. Targets have been set to reflect the incremental performance gain expected as a result of moving towards a centralised system, where all FOIs are responded to via a central team, with services providing the required information to the central team and an additional FOI administrator.

PI description	Higher / Lower is better	Existing or New	Reporting frequency	2020/21 outturn	Projected outturn for 2021/22	2022/23 Target	2023/24 Target	2024/25 Target	Target Setting Comments
The number of users engaging with the Council's social media posts	Higher	Existing	Quarterly	N/A	68,200	70,300	73,000	76,700	These targets are informed by the growth we've had in followers and engagement on social media over the last three years and the aim for that to continue as we invest in the communications team to produce more varied, engaging, and informative social media content, as well as paid-for advertising, which is increasingly required to combat a general decline in organic growth. The targets are a 3%, 4% and 5% year-on-year increase respectively.