



Report to Business & Transformation Scrutiny Panel

Meeting Date: 24th February 2022
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework: Yes
Public / Private: Public

Title: QUARTER 3 PERFORMANCE REPORT 2021/22
Report of: Policy and Communications Manager
Report Number: PC 02-22

Purpose / Summary:

This report contains the Quarter 3 2021/22 performance against the current Service Standards and an update on the delivery of the Carlisle Plan 2021-23 actions as defined in the Plan. Performance against the Panel's 2021/22 Key Performance Indicators (KPIs) are included as a dashboard.

Recommendations:

1. Scrutinise the performance of the City Council with a view to seeking continuous improvement in how the Council delivers its priorities.

Tracking

Executive:	21st March 2022
Scrutiny:	Health and Wellbeing 17th February 2022 Business and Transformation 24th February 2022 Economic Growth 3rd March 2022
Council:	N/A

1. BACKGROUND

1.1 This report contains the Quarter 3 2021/22 performance against the Service Standards and a summary of the Carlisle Plan 2021-23 actions as defined in the Plan. The Panel's Key Performance Indicators (KPIs) are also included as an appended dashboard.

1.2 Service Standards are the measures judged to be the most important to our customers and therefore the mostly likely to influence the overall satisfaction with how the Council performs. The following pages contain the Council's performance against the Service Standards for this Panel.

1.3 The measures are predominately lagging indicators (looking back at performance) and cover a range of services. Some indicators naturally lend themselves to having a specific target, or a national target, whilst with others the aim is to continually improve year-on-year compared to past performance. Regularly monitoring the Council's performance helps to drive continuous improvement and protects against any financial or organisational issues by flagging up indicators that are off target. The measures can also be used for a variety of other purposes including: to evaluate, control, budget, motivate, promote, celebrate and learn. Performance management in this form, through performance reporting, is just one aspect of the Council's wider performance framework.

1.4 The current position of the projects and programmes of the Carlisle Plan are presented in Section 3. Only actions within the remit of the Panel are included in this report. The intention is to give the Panel a brief overview of the current position without duplicating the more detailed reporting that takes place within the Scrutiny agendas and Portfolio Holder reports.

1.5 Summary of KPIs and Service Standards:

Service Standards – 2 'red', 1 'amber' and 2 'green'

KPIs – 2 'red', 0 'amber', 8 'green'

Summary of Exceptions (RED)

Measure	Target	Performance
SS04: Average number of working days to process new benefits claims	19 days	21.3 days The additional work to provide Test & Trace (T&T) Support payments in Quarter 2 affected claim processing timescales.

		Performance has continuously improved since September and Quarter 3 was on target.
SS08: Proportion of official local authority searches completed on time	85%	68% 559 applications were processed in the first three quarters. This is an increase of 29% on the same period last year. All but fourteen applications were completed within three weeks. Throughout the Summer months, the delay was primarily due to some external partners taking longer to return information to us than usual. Performance has improved since the end of the temporary stamp duty freeze due to the reduction in demand on the service.
CSe14: Actual car parking revenue as a percentage of car parking expenditure	146%	110% Revenue £325k under target.
FR03 Average number of working days lost due to sickness absence per FTE (full-time equivalent) employee.	8.9	6.2 See separate report.

2. PROPOSALS

None

3. RISKS

None

4. CONSULTATION

The report was reviewed by relevant senior management and will be considered at the other Scrutiny Panels.

5. CONCLUSION AND REASONS FOR RECOMMENDATIONS

The Panel are asked to scrutinise the Quarter 3 Performance Report prior to it being submitted to Executive.

6. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

Detail in the report.

Contact Officer: Gary Oliver

Ext: 7430

Appendices attached to report:

Performance Dashboard

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:

- None

CORPORATE IMPLICATIONS:

Legal - This report raises no explicit legal issues.

Property Services - This report raises no explicit property issues

Finance - This report raises no explicit financial issues

Equality - This report raises no explicit issues relating to the Public Sector Equality Duty.

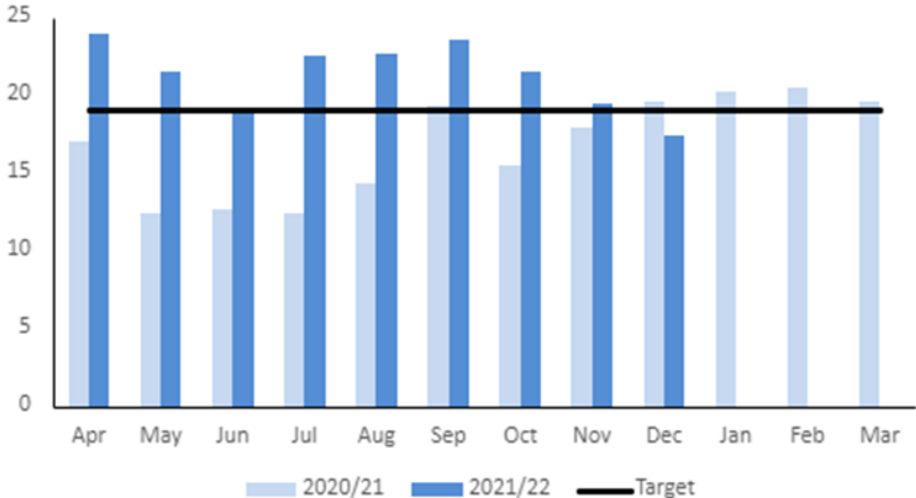
Information Governance - This report raises no explicit issues relating to Information Governance.

Section 1: Service Standards 2021/22

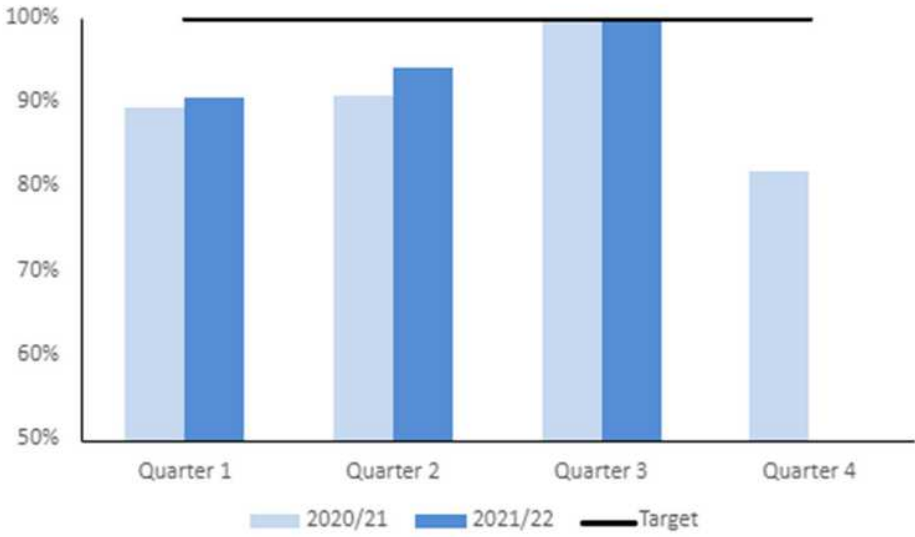

Service Standards were introduced in 2012 after consultation with Service Managers, DMTs, SMT and JMT. Five further measures were introduced from Quarter 2 2017/18 and all are reviewed during Quarter 3 each year as part of the service planning process. Service Standards are the measures judged to be the most important to our customers, therefore, the most likely to influence the overall satisfaction with how the Council performs.

The following pages contains the Council's performance against the Service Standards within the Panel's remit.

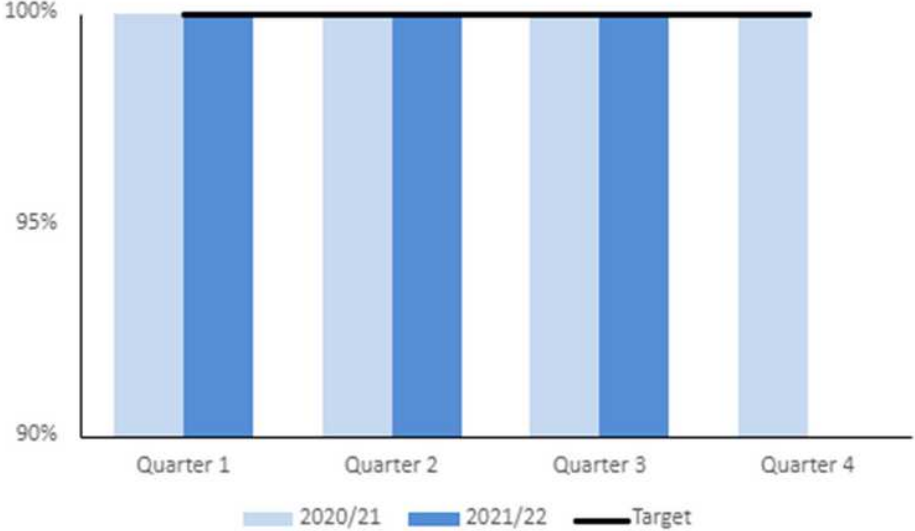

SS04: Average number of working days to process new benefits claims

Service Standard	End of Quarter 3 2021/22	Performance by Month	Further Information																																																				
New claims should be processed within 19 days to achieve top two quartiles compared to other local authorities	21.3 days (Q3 2020/21: 15.8 days)	 <table border="1" data-bbox="763 715 1675 1214"> <caption>Performance by Month Data</caption> <thead> <tr> <th>Month</th> <th>2020/21 (Days)</th> <th>2021/22 (Days)</th> <th>Target (Days)</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>17</td><td>24</td><td>19</td></tr> <tr><td>May</td><td>12</td><td>21</td><td>19</td></tr> <tr><td>Jun</td><td>13</td><td>19</td><td>19</td></tr> <tr><td>Jul</td><td>12</td><td>22</td><td>19</td></tr> <tr><td>Aug</td><td>14</td><td>22</td><td>19</td></tr> <tr><td>Sep</td><td>18</td><td>23</td><td>19</td></tr> <tr><td>Oct</td><td>15</td><td>21</td><td>19</td></tr> <tr><td>Nov</td><td>17</td><td>19</td><td>19</td></tr> <tr><td>Dec</td><td>18</td><td>17</td><td>19</td></tr> <tr><td>Jan</td><td>19</td><td>19</td><td>19</td></tr> <tr><td>Feb</td><td>19</td><td>19</td><td>19</td></tr> <tr><td>Mar</td><td>19</td><td>19</td><td>19</td></tr> </tbody> </table>	Month	2020/21 (Days)	2021/22 (Days)	Target (Days)	Apr	17	24	19	May	12	21	19	Jun	13	19	19	Jul	12	22	19	Aug	14	22	19	Sep	18	23	19	Oct	15	21	19	Nov	17	19	19	Dec	18	17	19	Jan	19	19	19	Feb	19	19	19	Mar	19	19	19	The additional work to provide Test & Trace (T&T) Support payments in Quarter 2 affected claim processing timescales. Performance has continuously improved since September and Quarter 3 was on target.
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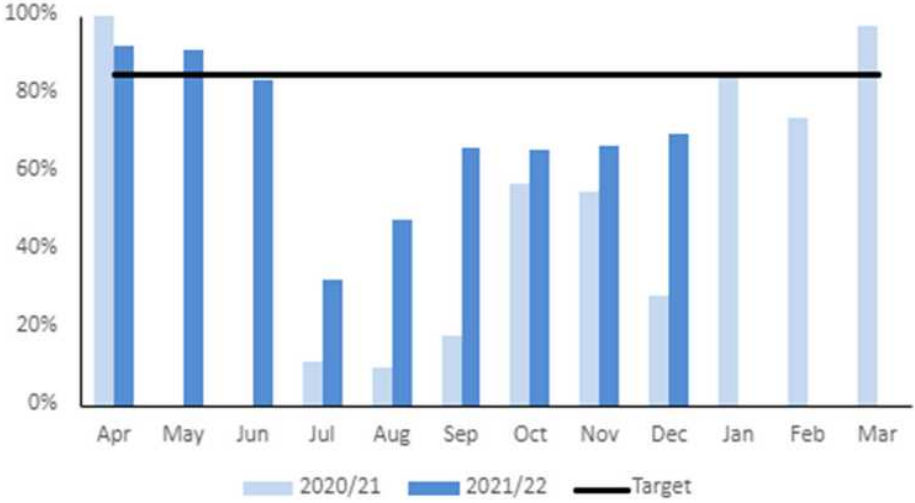
SS05: Proportion of corporate complaints dealt with on time

Service Standard	End of Quarter 3 2021/22	Performance by Quarter	Further Information																				
Corporate complaints should be dealt with within 15 working days	<p>95%</p> <p>(Q3 2020/21: 91%)</p>	 <table border="1"> <caption>Performance by Quarter Data</caption> <thead> <tr> <th>Quarter</th> <th>2020/21 (%)</th> <th>2021/22 (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Quarter 1</td> <td>89</td> <td>90</td> <td>100</td> </tr> <tr> <td>Quarter 2</td> <td>90</td> <td>94</td> <td>100</td> </tr> <tr> <td>Quarter 3</td> <td>100</td> <td>100</td> <td>100</td> </tr> <tr> <td>Quarter 4</td> <td>81</td> <td>-</td> <td>100</td> </tr> </tbody> </table>	Quarter	2020/21 (%)	2021/22 (%)	Target (%)	Quarter 1	89	90	100	Quarter 2	90	94	100	Quarter 3	100	100	100	Quarter 4	81	-	100	
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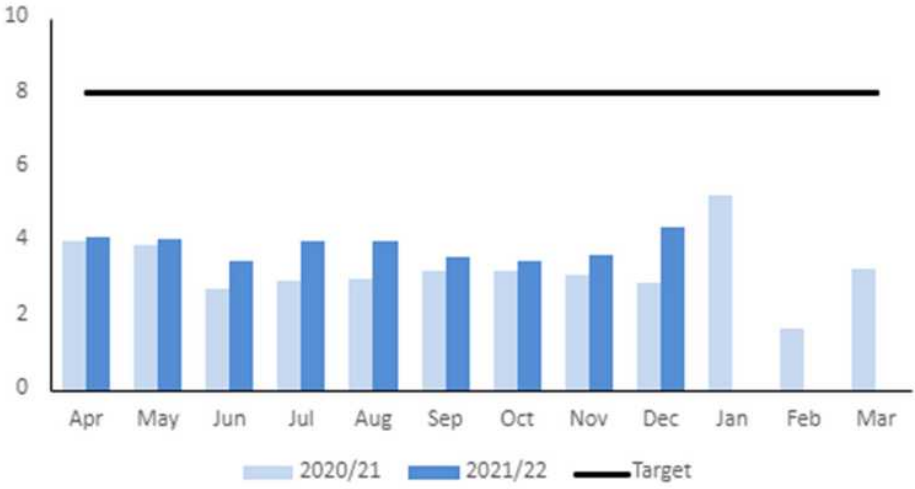
SS07: Proportion of non-contentious licence applications completed on time

Service Standard	End of Quarter 3 2021/22	Performance by Quarter	Further Information																				
100% of non-contentious licence applications should be completed within 10 working days	100% (Q3 2020/21: 100%)	 <table border="1" data-bbox="786 395 1697 927"> <caption>Performance by Quarter Data</caption> <thead> <tr> <th>Quarter</th> <th>2020/21 (%)</th> <th>2021/22 (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Quarter 1</td> <td>100</td> <td>100</td> <td>100</td> </tr> <tr> <td>Quarter 2</td> <td>100</td> <td>100</td> <td>100</td> </tr> <tr> <td>Quarter 3</td> <td>100</td> <td>100</td> <td>100</td> </tr> <tr> <td>Quarter 4</td> <td>100</td> <td>-</td> <td>100</td> </tr> </tbody> </table>	Quarter	2020/21 (%)	2021/22 (%)	Target (%)	Quarter 1	100	100	100	Quarter 2	100	100	100	Quarter 3	100	100	100	Quarter 4	100	-	100	612 out of 612 applications completed on time.
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On target?																							
																							

SS08: Proportion of official local authority searches completed on time

Service Standard	End of Quarter 3 2021/22	Performance by Month	Further Information																																																				
85% of official local authority searches should be completed within 10 working days	67.8%	 <p>The bar chart displays the percentage of searches completed on time by month for two financial years: 2020/21 (light blue bars) and 2021/22 (dark blue bars). A horizontal black line represents the 85% target. The 2021/22 data shows a significant improvement over 2020/21, with most months exceeding the target. The 2020/21 data shows a sharp decline in July and August, with performance dropping to around 10%.</p> <table border="1"> <caption>Performance by Month Data</caption> <thead> <tr> <th>Month</th> <th>2020/21 (%)</th> <th>2021/22 (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>98</td><td>90</td><td>85</td></tr> <tr><td>May</td><td>90</td><td>90</td><td>85</td></tr> <tr><td>Jun</td><td>82</td><td>82</td><td>85</td></tr> <tr><td>Jul</td><td>10</td><td>30</td><td>85</td></tr> <tr><td>Aug</td><td>10</td><td>45</td><td>85</td></tr> <tr><td>Sep</td><td>15</td><td>65</td><td>85</td></tr> <tr><td>Oct</td><td>55</td><td>65</td><td>85</td></tr> <tr><td>Nov</td><td>55</td><td>65</td><td>85</td></tr> <tr><td>Dec</td><td>25</td><td>68</td><td>85</td></tr> <tr><td>Jan</td><td>82</td><td>82</td><td>85</td></tr> <tr><td>Feb</td><td>72</td><td>72</td><td>85</td></tr> <tr><td>Mar</td><td>95</td><td>95</td><td>85</td></tr> </tbody> </table>	Month	2020/21 (%)	2021/22 (%)	Target (%)	Apr	98	90	85	May	90	90	85	Jun	82	82	85	Jul	10	30	85	Aug	10	45	85	Sep	15	65	85	Oct	55	65	85	Nov	55	65	85	Dec	25	68	85	Jan	82	82	85	Feb	72	72	85	Mar	95	95	85	559 applications were processed in the first three quarters. This is an increase of 29% on the same period last year. All but fourteen applications were completed within three weeks. Throughout the Summer months, the delay was primarily due to some external partners taking longer to return information to us than usual. Performance has improved since the end of the temporary stamp duty freeze due to the reduction in demand on the service.
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Feb	72	72	85																																																				
Mar	95	95	85																																																				
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SS10: Average number of working days to process benefit claimants' changes of personal details

Service Standard	End of Quarter 3 2021/22	Performance by Month	Further Information																																																				
Changes should be processed within 8 days	3.8 days (Q3 2020/21: 3.3 days)	 <table border="1" data-bbox="786 352 1697 842"> <caption>Performance by Month Data</caption> <thead> <tr> <th>Month</th> <th>2020/21 (Days)</th> <th>2021/22 (Days)</th> <th>Target (Days)</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>4.0</td><td>4.0</td><td>8.0</td></tr> <tr><td>May</td><td>3.8</td><td>4.0</td><td>8.0</td></tr> <tr><td>Jun</td><td>2.8</td><td>3.5</td><td>8.0</td></tr> <tr><td>Jul</td><td>3.0</td><td>4.0</td><td>8.0</td></tr> <tr><td>Aug</td><td>3.0</td><td>4.0</td><td>8.0</td></tr> <tr><td>Sep</td><td>3.2</td><td>3.5</td><td>8.0</td></tr> <tr><td>Oct</td><td>3.2</td><td>3.5</td><td>8.0</td></tr> <tr><td>Nov</td><td>3.0</td><td>3.5</td><td>8.0</td></tr> <tr><td>Dec</td><td>3.0</td><td>4.5</td><td>8.0</td></tr> <tr><td>Jan</td><td>5.2</td><td>-</td><td>8.0</td></tr> <tr><td>Feb</td><td>1.5</td><td>-</td><td>8.0</td></tr> <tr><td>Mar</td><td>3.2</td><td>-</td><td>8.0</td></tr> </tbody> </table>	Month	2020/21 (Days)	2021/22 (Days)	Target (Days)	Apr	4.0	4.0	8.0	May	3.8	4.0	8.0	Jun	2.8	3.5	8.0	Jul	3.0	4.0	8.0	Aug	3.0	4.0	8.0	Sep	3.2	3.5	8.0	Oct	3.2	3.5	8.0	Nov	3.0	3.5	8.0	Dec	3.0	4.5	8.0	Jan	5.2	-	8.0	Feb	1.5	-	8.0	Mar	3.2	-	8.0	Over seventy-six thousand changes were processed in the first three quarters of the year.
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Section 2: Key Performance Indicators (KPIs)

Service Standards are not the only set of measures used to interrogate the performance of the Council. Alongside the review of Service Standards, a set of Key Performance Indicators, derived from the links between the service plans and budget resolution were developed. The measures are predominately lagging indicators (looking back at performance) and cover a range of internal and external facing services. Some indicators naturally lend themselves to having a target or may have a national target set whilst with others, the aim is to improve year-on-year. Regularly monitoring the Council's performance helps to drive continuous improvement and protects against any financial or organisational issues by flagging up indicators that are off target. The KPIs can also be used for a variety of other purposes including: to evaluate, control, budget, motivate, promote, celebrate and learn. Performance management in this form is just one aspect of the Council's wider performance framework.

The KPIs are attached as a dashboard at the end of this report.

Section 3: Draft Carlisle Plan 2021-23 Actions

The new Carlisle Plan covers the period 2021 to 2023 and was adopted by Council on 14th September 2021 following a period of public consultation. The following table provides an update on the delivery of the actions in the plan following the baseline position that was provided in the previous report.

Key Action	Project Activity
1 Delivering the Borderlands Inclusive Growth Deal	<p>Carlisle Railway Station Work progressing on the final designs for Stage 1 with Design & Build contractor. New workstream - Stage 2 masterplanning - for wider area to the rear of the station (including Pools Site and Matalan retail unit and car park) to commence in tandem. Planning for the demolition of the modern section of The Pool complex to begin in early 2022.</p> <p>Citadels Full Business Case for £50m Borderlands funding submitted to the MHCLG has been approved. Pre-application consultation by University of Cumbria (UofC) has been completed. Pre-planning activity has commenced with City Council (as Local Planning Authority) and Historic England fully engaged in the process. Good progress on land assembly work. UofC to be the acquiring body for the long lease interests on the Old Gaol site. Two leaseholders have agreed terms for the sale of their interests. Report to Executive in December for Council's freehold land transfers and compulsory purchase order (CPO) preparatory work was approved - Regeneration, Property and Legal departments are progressing these workstreams.</p> <p>Paton House Construction of retaining structure for Bush Brow has been completed. Demolition of link bridge and main building has commenced.</p> <p>Place Programme – Longtown Awaiting MHCLG approval of the Place Programme Business Case.</p>
2 Delivering St Cuthbert's Garden Village	<p>Carlisle Strategic Link Road - New 8km link road between A595 and M6 (J42) Housing Infrastructure Fund (HIF) Milestones on track. Morgan Sindall appointed to undertake stage 1 cost appraisal which suggests there is a significant cost overrun (due to Brexit/material</p>

Key Action	Project Activity
	<p>costs, etc). Liaising with Homes England re future options. CPO Inspector's Report confirmed the CPOs</p> <p>SCGV Masterplan & Local Plan - delivery of robust planning framework & evidence base to enable delivery of the Garden Village</p> <p>All bar one of the commissions have now been successfully tendered to update the evidence to inform the Plan. Internal workshops held to review potential phasing/infrastructure requirements and to scope the brief for the more detailed Durdar Masterplan. Revised governance procedures agreed. Strategic Design Supplementary Planning Document (SPD) commended for planning excellence at the Royal Town Planning Institute (RTPI) Northwest Awards.</p> <p>SCGV: Preparation of the Development Corporation Business Case to understand:</p> <ol style="list-style-type: none"> a) governance structures b) corporate finance and private investment c) landowner and market engagement and d) resources to manage the programme <p>Draft vision and objectives' prepared following Member Advisory Group workshop and considered by Strategic Project Board and Partnering Boards (November). New governance arrangements are now in place, involving the City Council, County Council, Homes England and representatives from DLUHC. The Delivery Vehicle Set Up Board first met in November will oversee the Business Case work programme. Commissions are now underway to deliver some of those evidential requirements (see above). Draft briefs to procure the legal and finance commissions prepared internally</p>
<p>3 Delivering the Future High Street Fund (FHSF), Towns Fund, Town Deal Accelerated Fund, and related regeneration projects</p>	<p>Repurposing 6-24 Castle Street</p> <p>Establishment of officer working group (Regeneration / Property Services) - meeting regularly. Property Services currently preparing a tender specification for surveying / dilapidation works.</p> <p>Caldew Riverside</p> <ul style="list-style-type: none"> • Supplementary ground investigations have concluded, samples are with the lab and are being assessed. A report will be taken to EA for consideration. • The results indicate that the majority of the site is not affected by contamination, with the main concentration adjacent to the Victoria Viaduct car park.

Key Action	Project Activity
	<p>Central Plaza</p> <ul style="list-style-type: none"> • CBRE appointed for design support / costing for site stabilisation and uses within the £4.7m Future High Streets Fund (FHSF) envelope. • Site visit with CBRE team including architect and structural engineer have been completed. Archaeology and topography site investigations completed. Options appraisal is underway. <p>Reimagining the Green Market / Market Square as Carlisle's events space – Carlisle City Council (CaCC) / Cumbria County Council (CuCC) officer group established to manage development and delivery of project. Collaboration agreement has been drafted by CaCC legal team setting out roles and responsibilities of both authorities for consideration and comment by CuCC legal team.</p> <p>Pedestrian enhancement of Devonshire Street - CaCC/CuCC officer team meeting regularly. Collaboration agreement has been drafted by CaCC legal team setting out roles and responsibilities of both authorities for consideration and comment by CuCC legal team.</p>
4 Building on success through new economic opportunities	<p>Morton Retail & Employment Site - Terms agreed with CuCC for both permanent & temporary CSLR land take & temporary works compound.</p> <p>Schematic masterplan prepared taking account of current occupier interest.</p>
5 Delivering the Phase VII World Health Organisation Healthy City Plan	<p>WHO Phase VII Application</p> <p>Work on the Phase VII application is underway. Carlisle's Healthy City Team has met with Liverpool City Council and Belfast Healthy Cities to share valuable experience on the application process. The application is planned to be submitted during the next quarter.</p> <p>Food Carlisle</p> <p>£10,000 funding from Sustainable Food Places for 2022 has been secured, to be match funded by the City Council. Another £5,000 grant has been secured for 'Veg City', to support the work of Food Carlisle in increasing the availability and consumption of vegetables.</p>

Key Action	Project Activity
	<p>Walking for Health</p> <p>The Wednesday health walks continue to be very well attended with on average between 25 people attending the 10.30am walk and 15 people attending the 1.00pm walk. 10 new walkers have recently joined the health walks. A former local history librarian at Carlisle Library joined the health walk around Rickerby Park and provided some fascinating information about the history of the park, the cenotaph and the Eden Gardens.</p> <p>The Healthy City Team supported the planning and delivery of a training session for new walk leaders in partnership with Active Cumbria. 10 people attended this session, and they are now trained to be able to deliver 'Ramblers' health walks in their local communities within Carlisle District.</p>
<p>6 Delivering The Sands Centre Redevelopment project</p>	<p>20th January 2022:</p> <p>We are currently in week 60 of 98 for the main works programme. We are currently 2 – 3 weeks behind the construction programme because of issues with the supply chain as a direct result of COVID, Brexit, a shortage of electronic chips, an ongoing shortage of HGV drivers and higher than normal levels on inflation on standard component. We have, where possible been ordering materials in advance to mitigate delays, maintain working supplies or considered the use of alternative materials. There are a significant number of the supply chain staff and site staff isolating at home because of the COVID restrictions.</p> <p>The current focus of the construction work is the completion of the external envelope to make the building weathertight.</p>
<p>7 Support the delivery of partnership plans</p>	<p>Deliver the National Lottery funded Place Standard programme to engage with local communities across the district to identify and work together on addressing local issues of concern:</p> <p>The Place Coordinator post has been recruited and will start on Wednesday 16 February.</p> <p>All Projects Support - The Business Administration Apprentice recruitment is now live again with interviews planned for the wk. 14 February. This post will support across the delivery of partnership plans.</p> <p>Collaborative Funding Pilot - The Collaborative Funding working group are now working to a February 26th deadline - developing</p>

Key Action	Project Activity
	the funding proposal and project via a Squad working methodology with a cross sector working group and working with the newly appointed National Lottery Funding Officer.
8 Delivering the Homelessness Prevention and Rough Sleepers Strategy	<p>A strategic board and operational multi-partnership subgroup have been established since the launch of the Strategy and will monitor and oversee performance against the action plan.</p> <p>Q1-3 performance data is on track to achieve year one actions; review has been undertaken to finalise year two priority actions, these will be agreed and implemented in advance of the next strategic board meeting in April.</p>
9 Delivering the private sector housing standards to include a range of grants, advice, support and regulation	<p>The revised Housing Renewal Assistance Policy has been adopted by Full Council extending the scope and opportunities for discretionary Disabled Facilities Grants within the District. Housing complaints and requests for advice to the department remain steady over the three quarters, although there is significantly less inspection activity been carried out than pre-Covid due to the amend made to the private sector housing enforcement policy in 2021. Those inspections that are now being undertaken by the team are higher risk and the final outcome has resulted in statutory enforcement action. In the last 6 months, 5 enforcement notices have been issued for matters relating to poor housing conditions and a further 101 notices have been issued connected to the Electrical Safety regulations, with 21 civil penalty notices being issues for breaches of these regulations.</p> <p>The Inspection of the licensed House in Multiple Occupation stock has also resumed, to date we have seen a high level of compliance with very few informal recommendations having to be made to promote better compliance.</p>
10 Delivering the Local Environment (Climate Change) Strategy	<p>Work on a new draft action plan, building on the recommendations from the internal audit, is underway. Once the draft is completed a communications and engagement plan will be developed, focusing on the key actions in the plan. This work will be completed before Spring.</p> <p>The successful recruitment of the Place Coordinator, funded by The National Lottery for 4 years, opens up the opportunity to engage with communities in assessing places. The new Place Standard Tool includes a 'climate lens' which can be used at any time when people want to discuss the future of a place, and for considering how global trends will play out in a local area. The Place Standard Tool with a climate lens will be a key tool to help communities to cocreate local climate solutions.</p>

Key Action	Project Activity
	<p>The Energy Saving Trust analysis of our fleet, was delayed last year, it is now programmed in for early 2022.</p> <p>We are awaiting the outcome to the application to the Phase 3 Public Sector Decarbonisation Fund. We are proposing a scheme of decarbonisation improvements with a total value of circa £2m (circa £1.87m funded & £130,000 matched).</p> <p>The successful application to 'The Resource Action Fund, for a grant of over £24,000, has resulted in the installation of 32 recycling bins in key locations in Carlisle. The new bins have compartments to recycle drinks cans and plastic bottles separately, as well as another compartment for general waste litter. The bins are being installed in locations around Carlisle City Centre, Brampton Town Centre, Longtown Town Centre and Kingstown Industrial Estate.</p> <p>The successful 'Cumbrian Sustainable Warmth' consortium bid has received £19,955,000 funding from the UK Government to address fuel poverty, improve energy efficiency and carbon savings. The funding aims to boost the local economy to retrofit a target of 1,310, mainly private sector homes, with energy efficiency measures, including low-carbon heating across Cumbria.</p>
<p>11 Delivering the Green Spaces Strategy and supporting the delivery of the Local Cycling and Walking Infrastructure Plan (LCWIP)</p>	<p>The City Council has responded to the County Council's consultation and submitted suggestions and plans for priority walking and cycling routes. The City Council will be represented at the final review of the LCWIP on 23 February.</p>
<p>12 Developing the new Cumbria Waste Strategy</p>	<p>JMT considered the draft Interim Joint Municipal Waste Management Strategy for Cumbria at its meeting on 25 October 2021. The strategy has not been formally signed off and will continue to be maintained as a live, working document given the current uncertainty of LGR and the many unknown impacts arising from the Government's Waste and Resources Strategy (Environment Act 2021). The Strategy is led by the County Council as the designated Waste Disposal Authority.</p>
<p>13 Supporting the delivery of the Carlisle Cultural Framework</p>	<p>A draft framework has been presented to the culture group for discussion and the feedback from partners will help develop a final version.</p>

Business & Transformation Panel Performance Dashboard Quarter 3 2021/22

Key	
↓	Performance is deteriorating (compared to same period last year)
↑	Performance is improving (compared to same period last year)
→	No change in performance (compared to same period last year)
✗	Off target
▲	Close to target (within 5%)
✓	On target

On Target?	New Code	Measure	Performance Q3 2021/22	Performance Q3 2020/21	Trend	Target	Comments
✗	CSe14	Actual car parking revenue as a percentage of car parking expenditure	109.6%	73.9%	↑	146.0%	Revenue £325k under target
✓	CSu04	Percentage of Council Tax collected	84.0%	83.1%	↑	83.1%	
✓	CSu05	Percentage of NNDR collected	79.7%	77.3%	↑	77.3%	
✓	CSu06	Proportion of direct social media messages on Facebook and Twitter responded to within 24 hours (work days)	100.0%	100.0%	→	100%	
✓	CSu07	Customer Services - Respond to customer emails within 48hrs	99%	94.0%	↑	90%	
N/A	CSu08	Customer Services - Calls answered within 1 minute	N/A	N/A	N/A	80%	Unable to measure so far due to temporary telephony system in place while staff worked from home.
N/A	CSu09	Customer Services - visitors served within 10 minutes	N/A	100.0%	N/A	90%	Unable to measure so far due to the Customer Contact Centre being closed. Reporting will be possible later in the year.
✓	FR01	Actual net spend as a percentage of annual net budget.	58.1%	53.3%	↓	62.3%	
✓	FR02	Percentage of all invoices paid within 30 working days	99.1%	98.9%	↑	98%	
✗	FR03	Average number of working days lost due to sickness absence per FTE (full-time equivalent) employee.	8.9	6.2	↓	6.2	See separate report at BTSP on 24/02/22
✓	FR04	Percentage of return to work interviews completed in five working days of returning to work.	76.0%	75.0%	↑	75.4%	
✓	GRS05	Proportion of Temporary Event Notices licences processed within 1 working day.	100%	100%	→	100%	66 applications in the Quarter