



AGENDA

Executive

Monday, 27 September 2021 AT 16:00
In the Council Chamber, Civic Centre, Carlisle, CA3 8QG

APOLOGIES FOR ABSENCE

To receive apologies for absence.

PUBLIC AND PRESS

To agree that the items of business within Part A of the agenda should be dealt with in public and that the items of business within Part B of the agenda should be dealt with in private.

DECLARATIONS OF INTEREST

Members are invited to declare any disclosable pecuniary interests, other registrable interests and any interests, relating to any items on the agenda at this stage.

MINUTES OF PREVIOUS MEETINGS

To confirm the Minutes of the meetings of the Executive held on 2 August 2021 and 31 August 2021.

[Copy Minutes in Minute Book Volume 48(2)]

PART A

To be considered when the Public and Press are present

A.1 QUESTIONS BY MEMBERS OF THE PUBLIC

Any views or opinions expressed in the questions set out in this Agenda paper are those of the person submitting the question and do not necessarily reflect the position, views or opinions of the Council.

Pursuant to Procedure Rule 10.1, the Corporate Director of Governance and Regulatory Services to report the receipt of the following questions submitted on notice by a member of the public:

Victorian and Turkish Baths

1. “The Carlisle Plan was amended by the Executive at their meeting of 31 August 2021 to include the Turkish Baths. Under Delivering the Borderlands Inclusive Growth Deal, the Plan states that “works to the exterior of the building and the installation of new utilities systems” will be implemented. At a meeting of the Council on 27 April 2021, the Council Leader gave a statement in which he said that a budget had been identified within the Borderlands project to fund the exterior and interior work to the baths. Is the budget within the Borderlands project conditional on the City Council making the site of the 1970s pool building available to the Borderlands project?”

2. “At the meeting of the Executive on August 31st 2021, it was agreed to refer the Asset Management Plan for approval to Council. It was confirmed to the Business Transformation Scrutiny Committee that under the plan the Victorian and Turkish Baths are excluded from the maintenance programme and will be incorporated back into the programme on completion of the interior and exterior work that is to be funded by the budget from the Borderlands Project. Can the Executive detail how maintenance and general repairs to the Victorian and Turkish Baths will be funded between now and the incorporation of the Baths into the maintenance programme?”

A.2 NOTICE OF EXECUTIVE KEY DECISIONS

5 - 14

(Non Key Decision)

The Notice of Executive Key Decisions, published on 27 August 2021, is submitted for information.

(Copy Notice herewith)

| | | |
|------------|---|--------------------|
| A.3 | <u>SCHEDULE OF DECISIONS TAKEN BY OFFICERS</u> | 15 - 16 |
| | (Non Key Decision) | |
| | A Schedule detailing decisions taken by Officers under delegated powers is attached for information. (Copy Schedule herewith) | |
| | Background Papers – as detailed within the Schedule | |
| A.4 | <u>JOINT MANAGEMENT TEAM</u> | 17 - 18 |
| | (Non Key Decision) | |
| | The Minutes of the meeting of the Joint Management Team held on 31 August 2021 are submitted for information. (Copy Minutes herewith) | |
| A.5 | <u>ANNUAL EQUALITY REPORT 2020/21 AND EQUALITY ACTION PLAN 2021</u> | 19 - 52 |
| | (Non Key Decision) | |
| | The Policy and Communications Manager to submit a report presenting the Annual Equality Report for 2020/21 and the Equality Action Plan 2021. The Health and Wellbeing Scrutiny Panel considered the matter on 2 September 2021. (Copy Report PC.30/21 herewith and Minute Excerpt to follow) | |
| A.6 | <u>QUARTER 1 PERFORMANCE REPORT 2021/22</u> | 53 - 84 |
| | (Non Key Decision) | |
| | The Policy and Communications Manager to submit a report containing the Quarter 1 2021/22 performance against the current service standards and a baseline position for the Carlisle Plan 2021-23 actions as defined in the draft Plan. Performance against the 2021/22 Key Performance Indicators is also included. The performance was scrutinised by the Business and Transformation; Health and Wellbeing; and Economic Growth Scrutiny Panels on 26 August; 2 September and 9 September 2021 respectively. (Copy Report PC.36/21 herewith / Minute Excerpts herewith/to follow) | |

A.7 AMENDMENT TO THE COMPLAINTS AND FEEDBACK POLICY

**85 -
104**

(Non Key Decision)

The Town Clerk and Chief Executive to submit a report detailing amendments to the Complaints and Feedback Policy.

(Copy Report CE.10/21 herewith)

PART B

To be considered when the Public and Press are excluded from the meeting

- NIL -

Members of the Executive

Councillor J Mallinson (Leader's Portfolio)

Councillor G Ellis (Deputy Leader, and Finance, Governance and Resources Portfolio Holder)

Councillor N Christian (Environment and Transport Portfolio Holder)

Councillor S Higgs (Culture, Heritage and Leisure Portfolio Holder)

Councillor Mrs E Mallinson (Communities, Health and Wellbeing Portfolio Holder)

Councillor P Nedved (Economy, Enterprise and Housing Portfolio Holder)

Notes to Members:

Decisions made at this meeting, if not subject to call-in, will normally become live on 7 October 2021.

Enquiries, requests for reports, background papers etc to:
committeeservices@carlisle.gov.uk

NOTICE

OF

EXECUTIVE

KEY DECISIONS

27 August 2021

Notice of Key Decisions

This document provides information on the 'key decisions' to be taken by the Executive within the next 28 days. The Notice will be updated on a monthly basis and sets out:

- Details of the key decisions which are to be taken;
- Dates of the Executive meetings at which decisions will be taken;
- Details of who will be consulted and dates for consultation;
- Reports and background papers which will be considered during the decision making process;
- Details of who to contact if further information is required
- Details of where the document can be inspected
- Details of items which the public may be excluded from the meeting under regulation 4(2) and the reason why
- Details of documents relating to the decision which need not, because of regulation 20(3) be disclosed to the public and the reason why.

The dates on which each new Notice will be published are set below:

Publication Dates

| | | |
|-------------------|------------------|------------------|
| 4 June 2021 | 22 October 2021 | 18 February 2022 |
| 2 July 2021 | 12 November 2021 | 21 March 2022 |
| 30 July 2021 | 19 November 2021 | |
| 27 August 2021 | 17 December 2021 | |
| 24 September 2021 | 21 January 2022 | |

Key decisions are taken by the City Council's Executive and these are usually open to the public. Agendas and reports and any other documents relevant to the decision which may be submitted can be viewed in the Customer Contact Centre at the Civic Centre, Carlisle or on the City Council's website (www.carlisle.gov.uk). Agendas and reports are published one week ahead of the meeting.

A Key Decision is an Executive decision which is likely –

- (a) to result in the relevant local authority incurring expenditure which is, or the making of savings which are, significant* having regard to the local authority's budget for the service or function to which the decision relates;
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority.

*significant expenditure or savings to the authority in excess of £70,000

The City Council's Executive Members are:

- Councillor J Mallinson (Leader / Chairman)
- Councillor G Ellis (Deputy Leader, and Finance, Governance and Resources Portfolio Holder)
- Councillor N Christian (Environment and Transport Portfolio Holder)
- Councillor S Higgs (Culture, Heritage and Leisure Portfolio Holder)
- Councillor Mrs Mallinson (Communities, Health and Wellbeing Portfolio Holder)
- Councillor P Nedved (Economy, Enterprise and Housing Portfolio Holder)

Should you wish to make any representations in relation to the items being held in private or If you require further information regarding this notice please contact Democratic Services on 01228 817039 or committeeservices@carlisle.gov.uk.

Index of Active Key Decisions

| | | Date Decision to be considered: | Date Decision to be taken: |
|----------|--|--|----------------------------|
| KD.10/21 | Budget Process 2022/23 – 2026/27 | 22 November 2021, 13 December 2021, 20 December 2021 consultation period to include Overview and Scrutiny as appropriate | 19 January 2022 |
| KD.19/21 | Review of the Statement of Gambling Policy | 31 August 2021 | 20 December 2021 |
| KD.20/21 | Review of the Housing Renewal Assistance Policy | 25 October 2021 consultation period to include Overview and Scrutiny as appropriate | 20 December 2021 |
| KD.21/21 | Sustainable Warmth Competition (Local Authority Delivery (LAD) Phase 3 and Home Upgrade Grants (HUG) | | 27 September 2021 |

Notice of Key Decisions to be taken by the Executive

The following key decision is to be made on behalf of Carlisle City Council:

| | |
|-------------------------------------|--|
| Key Decision Reference: | KD.10/21 |
| Type of Decision: | Executive |
| Decision Title: | Budget Process 2022/23 – 2026/27 |
| Decision to be taken: | <p>The Executive will be asked to: Consider strategic financial issues arising from the budget setting process:</p> <ul style="list-style-type: none"> (a) Revenue Estimates including spending pressures, bids and savings (22nd November 2021) (b) Individual Charges Reviews (22nd November 2021) (c) Provisional Capital Programme including new spending proposals (22nd November 2021) (d) Corporate Assets – Repair and Maintenance Programme (22nd November 2021) (e) Treasury Management Base Estimates (22nd November 2021) (f) Local Taxation (including CTRS) (22nd November 2021) (g) Consideration of Scrutiny Consultation feedback (13th December 2021) (h) Draft Revenue Settlement Figures (if available) (20th December 2021) (i) Summary Revenue Budget (including decision on Business Rate Pooling) (20th December 2021) (j) Summary Capital Programme (if required) (20th December 2021) (k) Draft Treasury Management and Investment Strategy including MRP Strategy (20th December 2021) (l) Executive Draft Budget Proposals for consultation (20th December 2021) (m) Consideration of Final Budget Consultation (19th January 2022) (n) Draft Revenue Settlement Figures (if available) (19th January 2022) (o) Final Revenue Budget Summary (19th January 2022) (p) Provisional Capital Programme (19th January 2022) (q) Treasury Management and Investment Strategy including MRP Strategy (19th January 2022) (r) Executive's Final Budget Proposals (19th January 2022) |
| Date Decision to be considered: | 22 November 2021, 13 December 2021, 20 December 2021 consultation period to include Overview and Scrutiny as appropriate |
| Date Decision to be taken: | 19 January 2022 |
| Is the Decision Public or Private?: | The decision will be taken in public. |
| | |

| | |
|--|---|
| Documents submitted for consideration in relation to the Decision: | The report of the Corporate Director of Finance and Resources will be available five working days before the meeting |
| Contact Officer for this Decision: | Corporate Director of Finance and Resources, Carlisle City Council, Civic Centre, Carlisle, CA3 8QG |
| Relevant Portfolio Area: | Finance, Governance and Resources (Councillor Ellis) |
| Relevant or Lead Overview and Scrutiny Panel: | Health and Wellbeing Scrutiny Panel - 22 November 2021, Economic Growth Scrutiny Panel - 2 December 2021, Business and Transformation Scrutiny 7 December 2021 and 6 January 2022 |

All public reports can be viewed in the Customer Contact Centre of the Civic Centre, Carlisle, the Public Library and on the Council's website www.carlisle.gov.uk.

Other documents relevant to the matter may be submitted to the decision maker. These, if available, may be obtained by contacting the named contact officer.

Notice of Key Decisions to be taken by the Executive

The following key decision is to be made on behalf of Carlisle City Council:

| | |
|--|---|
| Key Decision Reference: | KD.19/21 |
| Type of Decision: | Executive |
| Decision Title: | Review of the Statement of Gambling Policy |
| Decision to be taken: | The Executive will be asked to consider the draft Statement of Gambling Policy for the period 2022 - 2025 |
| Date Decision to be considered: | 31 August 2021 |
| Date Decision to be taken: | 20 December 2021 |
| Is the Decision Public or Private?: | The decision will be taken in public. |
| Documents submitted for consideration in relation to the Decision: | The report of the Corporate Director of Governance and Regulatory Services will be available five working days before the meeting |
| Contact Officer for this Decision: | Corporate Director of Governance and Regulatory Services, Carlisle City Council, Civic Centre, Carlisle, CA3 8QG |
| Relevant Portfolio Area: | Finance, Governance and Resources (Councillor Ellis) |
| Relevant or Lead Overview and Scrutiny Panel: | Business and Transformation Scrutiny Panel |

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Other documents relevant to the matter may be submitted to the decision maker. These, if available, may be obtained by contacting the named contact officer.

Notice of Key Decisions to be taken by the Executive

The following key decision is to be made on behalf of Carlisle City Council:

| | |
|--|---|
| Key Decision Reference: | KD.20/21 |
| Type of Decision: | Executive |
| Decision Title: | Review of the Housing Renewal Assistance Policy |
| Decision to be taken: | The Executive will be asked to approve a revision of the Housing Renewal Assistance Policy, to revise the discretionary housing assistance funding available through the Disabled Facility Grant. |
| Date Decision to be considered: | 25 October 2021 consultation period to include Overview and Scrutiny as appropriate |
| Date Decision to be taken: | 20 December 2021 |
| Is the Decision Public or Private?: | The decision will be taken in public. |
| Documents submitted for consideration in relation to the Decision: | The report of the Corporate Director of Governance and Regulatory Services will be available five working days before the meeting |
| Contact Officer for this Decision: | Corporate Director of Governance and Regulatory Services, Carlisle City Council, Civic Centre, Carlisle, CA3 8QG |
| Relevant Portfolio Area: | Communities, Health and Wellbeing (Councillor Mrs Mallinson) |
| Relevant or Lead Overview and Scrutiny Panel: | Health and wellbeing Scrutiny Panel |

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Other documents relevant to the matter may be submitted to the decision maker. These, if available, may be obtained by contacting the named contact officer.

Notice of Key Decisions to be taken by the Executive

The following key decision is to be made on behalf of Carlisle City Council:

| | |
|--|--|
| Key Decision Reference: | KD.21/21 |
| Type of Decision: | Executive |
| Decision Title: | Sustainable Warmth Competition (Local Authority Delivery (LAD) Phase 3 and Home Upgrade Grants (HUG) |
| Decision to be taken: | <p>The Executive will be asked to</p> <ol style="list-style-type: none"> 1. If successful to accept the award from Department for Business Energy and Industrial Strategy (BEIS) for the Sustainable Warmth competition 2021. 2. Delegate authority to the Corporate Director of Governance and Regulatory Services deliver activities and services funded by the grant in accordance with the Memorandum of Understanding between the City Council and Secretary of State for Business, Energy and Industrial Strategy. |
| Date Decision to be considered: | |
| Date Decision to be taken: | 27 September 2021 |
| Is the Decision Public or Private?: | The decision will be taken in public. |
| Documents submitted for consideration in relation to the Decision: | The report of the Corporate Director of Governance and Regulatory Services will be available five working days before the meeting |
| Contact Officer for this Decision: | Corporate Director of Governance and Regulatory Services, Carlisle City Council, Civic Centre, Carlisle, CA3 8QG |
| Relevant Portfolio Area: | Economy, Enterprise and and Housing (Councillor Nedved) |
| Relevant or Lead Overview and Scrutiny Panel: | Health and Wellbeing Scrutiny Panel |

All public reports can be viewed in the Customer Contact Centre of the Civic Centre, Carlisle, the Public Library and on the Council's website www.carlisle.gov.uk.

Other documents relevant to the matter may be submitted to the decision maker. These, if available, may be obtained by contacting the named contact officer.

Notice prepared by Councillor John Mallinson,
Leader of Carlisle City Council

Date: 27 August 2021

Officer Decisions

Below is a list of decisions taken by Officers which they have classed as significant, full details and supporting background documents can be viewed on the Council's website www.carlisle.gov.uk/CMIS/

| Decision Ref No | Title: Subject and Decision Taken: | Reports and Background Papers considered: | Date Decision Taken: | Decision Maker: |
|-----------------|--|---|----------------------|--|
| OD.86/21 | Draw down of Economic Recovery Reserve as part of the Restarting Communities Fund. To draw down the sum of £50,000 as match funding in order for the Restarting Communities Fund to be accessed by parish councils and urban communities within Carlisle District. | ED 18/21 – Restarting Communities Fund Report to Executive – 5 th July 2021 Meeting Appendix – applications summary | 20 August 2021 | Corporate Director of Economic Development |
| OD.87/21 | Licensing Decisions taken between 1 August 2021 and 3 September 2021 The Licensing Manager has granted the attached licences or permissions under an express authorisation delegated to her and in accordance with the Council's policy requirements. (can be viewed on the Council website http://CMIS.carlisle.gov.uk/CMIS/CouncilDecisions/OfficerDecisions.aspx) | Applications for various licences. Private Not for Publication by Virtue of Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act | 03 September 2021 | Licensing Manager |
| OD.88/21 | Enforced Sale of an empty property To use the Enforced Sale procedure to recover debts incurred by the Council on an empty property, 18 Delagoa Street, Carlisle CA1 2LZ, as an exception to policy in that the debt does not exceed £1,000. | The background report is not for publication by virtue of Paragraphs 2, 3 & 6 of Part 1 of Schedule 12A to the Local Government Act 1972. | 08 September 2021 | Corporate Director of Governance and Regulatory Services |
| OD.89/21 | Part site 14 Rosehill Industrial Estate, Carlisle Agreement to request for consent to renew underlease | None | 14 September 2021 | Property Services Manager |

JOINT MANAGEMENT TEAM

Item
A.4

MINUTES – 31st August 2021

| | |
|------------------|---|
| Attendees | Leader; Deputy Leader; PH Communities, Health & Wellbeing; PH Culture, Heritage & Leisure; PH Economy, Enterprise & Housing; PH Environment & Transport; Chief Executive; Corporate Director of Governance & Regulatory Services; Corporate Director of Finance & Resources; Corporate Director of Economic Development; Representative from Hyas; Health & Wellbeing Manager |
| Apologies | Deputy Chief Executive |

| Agenda Item 1 – Minutes of Meeting 2nd August 2021 | Action |
|---|---------------|
| Noted and agreed | |
| Agenda Item 2 – Development Corporation Workstream – Overview and Next Steps | |
| A Representative from Hyas attended and delivered a presentation update to JMT | |
| Agenda Item 3 – Local Government Reorganisation | |
| The Chief Executive updated attendees with current information available | |

| | |
|--|--|
| Agenda Item 4 - Updates on Borderlands; The Sands; Civic Centre; St Cuthbert's Garden Village; Central Plaza | |
| Members of SMT in attendance and the Health & Wellbeing Manager provided the Executive with their update on the current position regarding each area | |
| Agenda Item 5 – Future Items for Notice of Executive Key Decisions | |
| Noted and agreed | |
| Agenda Item 6 - JMT Forward Plan | |
| Noted | |

Report to Executive

Item
A.5

Meeting Date: 27 September 2021
Portfolio: Communities, Health and Wellbeing
Key Decision: No
Within Policy and Budget Framework YES
Public / Private Public

Title: ANNUAL EQUALITY REPORT 2020/21 AND EQUALITY ACTION PLAN 2021
Report of: Policy and Communications Manager
Report Number: PC 30/21

Purpose / Summary:

This report presents the Annual Equality Report for 2020/21 and the Equality Action Plan 2021.

Recommendations:

The Executive is asked to:

1. Consider and comment on the content of the Annual Equality Report and Equality Action Plan.

Tracking

| | |
|------------|---------------------------------------|
| Executive: | 27 September 2021 |
| Scrutiny: | 2 September 2021 Health and Wellbeing |
| Council: | |

1. BACKGROUND

- 1.1 The Equality Act (2010) replaced the previous anti-discrimination laws with a single Act. A key measure in the Act is the Public Sector Equality Duty which came into force in April 2011. This duty requires public bodies to tackle discrimination and provide equality of opportunity for all.
- 1.2 The Council's Equality Policy outlines how we meet the duties of the Equality Act. The Policy was approved by the Executive in May 2020, including the equality objectives for 2020-24.
- 1.3 The Council must provide information about how equality is considered in decision making, policy development and engagement. The Equality Policy states that this information will be published within an annual equality report and reported to the Senior Management Team, Executive and Overview and Scrutiny.

2. PROPOSALS

- 2.1 The Annual Equality Report 2020/21 (Appendix 1) provides an overview of equality work, including the workforce profile, employee support, customer satisfaction, partnership working, consultation and engagement.
- 2.2 The Council has a positive approach to equality both in supporting staff and engaging with the community. This is demonstrated by the commitment to be open and transparent, acknowledging gaps in data and looking at how the Council can improve. The Equality Action Plan 2021 sets out actions on how the Council will work towards achieving the equality objectives and address the issues identified.
- 2.3 The Annual Equality Report presents equality information between April 2020 and March 2021. As detailed in the report, the Health and Wellbeing Scrutiny Panel has received updates on the response to the coronavirus pandemic throughout the year. The Council has maintained business continuity for its essential services, adjusting to continue services and meet the needs of the most vulnerable. Work is ongoing to build community resilience with key partners and ensure that equality is incorporated into the planning, response and recovery stages of our emergency planning work.
- 2.4 The Council is developing its response and preparedness to the forthcoming Armed Forces Bill 2021. This Bill will incorporate the Armed Forces Covenant into legislation. The Council is in a good position to demonstrate that it has due regard

to the principles of the Covenant and how it will develop this work in future. This includes reviewing training for staff and promoting awareness of the Covenant across the authority. The Council also works with partners to develop support to the armed forces community. Examples are the support of the Carlisle and Eden Armed Forces Support Co-ordination Project and participation in the Cumbria Armed Forces Covenant Partnership.

3. RISKS

- 3.1 The Public Sector Equality Duty places specific duties on the Council, the Annual Equality Report provides evidence of compliance with these duties.

4. CONSULTATION

- 4.1 The Annual Equality Report has been reported to managers, Senior Management Team and the Health and Wellbeing Scrutiny Panel.

5. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 5.1 This report presents the Annual Equality Report to enable the Council to fulfil the requirements of the Public Sector Equality Duty.

6. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- 6.1 The Annual Equality Report supports the Carlisle Plan's priorities by promoting equality of opportunity for all and seeking to improve the health and wellbeing of the people of Carlisle.

Contact Officer: Steven O'Keeffe

Ext: 7258

Appendices
attached to report: Appendix 1 - Annual Equality Report 2020/21 and Equality Action Plan 2021

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 - The Equality Act 2010 replaced the previous discrimination legislation in Great Britain relating to sex, race, discrimination, sexual orientation, religion or belief and age. It affects the Council in a number of ways, particularly in respect of our role as an employer and a service provider. The Annual Equality Report and Equality Action Plan demonstrate how the Council is performing and how it will continue to seek to comply with its obligations in the future.

FINANCE – None

EQUALITY – The Annual Equality Report enables the Council to meet its requirements under the Equality Act (2010).

INFORMATION GOVERNANCE – None

Carlisle City Council

Annual Equality Report 2020/21 and Equality Action Plan 2021

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Introduction

Under the Equality Act (2010), we must provide information about how equality is considered in decision making, policy development and engagement. This report presents our equality information between 1 April 2020 and 31 March 2021.

We use this information to identify equality issues and develop areas for action or improvement. We aim to publish information in an accessible format and ensure it follows the principles of our Data Quality Policy, giving confidence to the users of the information. We give details about what we publish and why, explaining how the information is used. We also acknowledge gaps in our data and explain how we can improve this. This document is reported to our Senior Management Team, Executive, Scrutiny Panel and published on our website.

Key data - workforce profile

The following key information about our workforce provides a quick reference and comparative data from previous years. The full workforce profile is provided in Appendix 1.

| Number of employees ¹ | Date |
|----------------------------------|---------------|
| 471 | 31 March 2021 |
| 477 | 31 March 2020 |
| 454 | 31 March 2019 |

Sex

| Female employees | Date |
|------------------|---------------|
| 50.5% | 31 March 2021 |
| 50.3% | 31 March 2020 |
| 51.5% | 31 March 2019 |

Ethnicity

| Employees from all other ethnic groups combined | White employees | Employees with undeclared ethnicity | Date |
|---|-----------------|-------------------------------------|---------------|
| 1.5% | 88.3% | 10.2% | 31 March 2021 |
| 1.5% | 90.1% | 8.4% | 31 March 2020 |
| 1.5% | 89.9% | 8.6% | 31 March 2019 |

Age

| Average age of employees | Date |
|--------------------------|---------------|
| 46.8 | 31 March 2021 |
| 46.1 | 31 March 2020 |
| 46.7 | 31 March 2019 |

| Percentage of employees aged between 45-64 | Date |
|--|---------------|
| 56.7% | 31 March 2021 |
| 56.0% | 31 March 2020 |
| 56.2% | 31 March 2019 |

¹ Staff who have multiple posts are counted twice.

Disability

| Employees with self-declared disabilities | Date |
|---|---------------|
| 3.8% | 31 March 2021 |
| 4.0% | 31 March 2020 |
| 4.0% | 31 March 2019 |

Workforce profile

We have a duty under the Equality Act (2010) to publish information about the protected characteristics of our employees. Staff provide this information voluntarily; we aim to create an environment where employees feel comfortable and confident to do this. It is of great benefit to be aware of the needs of our workforce, enabling us to adjust or provide for different needs. It also assists us with workforce planning and how we can support and develop staff. We use other mechanisms to supplement this information, such as surveys and occupational health figures.

The full workforce profile and the latest comparative data for Carlisle is shown in Appendix 1. Recent data is not available for some characteristics (eg ethnicity, religion, sexuality) making it difficult to compare our workforce with the local population in all areas. The initial findings from the Census 2021 will be published in March 2022 and incorporated into next year's Annual Equality Report.

Our Workforce Development Plan set out action to improve apprenticeship provision, progression opportunities and wellbeing. Apprenticeships are a key part of our approach to succession planning and will help to tackle skills shortages by growing our own. We held virtual awareness sessions during National Apprenticeship Week (February 2021) with our apprenticeship providers to show what apprenticeships can offer to staff and give details of the Apprenticeship Levy. We provide additional financial support to service areas to encourage the use of apprenticeships. The Workforce Development Plan includes an action to improve the use of higher level apprenticeship provision and over the past 12 months (2020/21), 22 employees were on an apprenticeship programme.

The Government's Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 implemented a mandatory gender pay gap reporting requirement for public sector employers with more than 250 employees. Appendix 2 shows our gender pay data for 2019, 2020 and 2021, and the average Chartered Institute of Public Finance and Accountancy (CIPFA) near neighbour figures for 2020/21. Our mean and median gender pay data compares favourably to the near neighbours average. The pay quartile data shows that our lower quartile differs in gender balance to the average where we have a larger proportion of male employees. In response to these figures, we are developing action to address the gender imbalance of male and female staff working in front-line roles.

Employee support

Supporting our staff has been a key focus throughout the past year as we responded to the coronavirus pandemic. We recognise that everyone has been affected differently, often working in complex, challenging conditions. We prioritised mental health and worked proactively to promote an open culture, providing mental health tools and support.

This work is reflected in our achievement of the Gold Better Health at Work Award in February 2021. The award recognises our support of employees to maintain their own wellbeing through raising awareness and providing access to wellbeing activities. We are proud of the work of our Organisational Development team and Health Advocates who have come up with new ways of delivering wellbeing initiatives during the pandemic. The award assessors commented that we had a good range of campaigns containing multiple elements and had provided a good account of our social value approach, especially around supporting apprentices and work placements.

The Organisational Development team were quick to respond to the pandemic and held many events on virtual platforms including a virtual wellbeing day focusing on mental health. In addition wellbeing information was posted out to front line employees. Virtual wellbeing events were recorded for employees to access at any time. Examples of initiatives developed were mindfulness cards and wellbeing support boxes provided to all staff. Bi-weekly Wellbeing Newsletters offered links to various wellbeing support options, and information on men's health, mindfulness and finances were also circulated. Lunchtime chat sessions, staff competitions and virtual craft classes encouraged colleagues to connect socially across the organisation.

We conducted Pulse Surveys to gather information about how staff worked during the pandemic, what support they received and how this could be improved in future. We used this feedback to develop our support to staff and it will continue to help plan for recovery in future.

The current appraisal process is under review to simplify and enhance process and outcome, and link to wellbeing. The review is being conducted by a small cross service working group. The pandemic also increased the use of one to one meetings between managers and staff, which will be taken into consideration.

Examples of other support and training offered to staff included:

- Men's Health Week Lunchtime Chat (June 2021) and Men's Health Drop In Session (December 2020).

- Virtual Wellbeing Day providing sessions on the Science of Mental Wellbeing, Sleep Awareness, Waistline check, and meditation (July 2020).
- Launch of Sodexo Engage – a discounts and benefits service for staff (July 2020).
- Financial Wellbeing support through Talk Money Week (November 2020), Financial Wellbeing Virtual Workshop (December 2020), and Carlisle and District Credit Union virtual awareness session (January 2021).
- PhysioStop Examples of Exercises workshop (December 2020).
- Time to Talk sessions with SMT members, sharing their experiences of lockdown (January and March 2021).
- Health Assured webinars on Loneliness and Social Connection (January 2021) and the Importance of Nutrition and Physical Wellbeing (February 2021).
- Access to the Public Health England Psychological First Aid online course aimed at volunteers and staff working with the public during the coronavirus pandemic.

Training and development

Staff training

We provide a range of training and development for staff through courses, e-learning, briefings, toolbox talks, information and employee development. Management training sessions for recruitment and selection, disciplinaries and grievances, and attendance management all include equality briefings and discussions on the impact of these on employees. The training aligned to the management competency standards also refers to equality duties and legislation as appropriate. Staff are encouraged to undertake self-development through advice and guidance available on our Intranet. This can be used to refresh or develop an individual's knowledge as required. Coaching and mentoring are also available for staff and managers. New starters receive a safeguarding leaflet with information about our safeguarding policies and responsibilities. There is also a regulatory eLearning programme and toolbox talks sessions to be completed by all staff.

We have an agreement in place with our supplier that all agency workers should have an induction before working for the authority. This includes briefings on our Code of Conduct, Dignity and Respect, and Safeguarding Policies to ensure that all staff are aware of their equality responsibilities.

We launched our second Everyday Leaders Programme as part of National Apprenticeship Week. This programme leads to the achievement of the Chartered Management Institute (CMI) Level 3 in Management and Leadership. The first cohort of learners on this programme has completed and we will run a second programme later in 2021. We also promoted apprenticeships to earn qualifications in Customer Service Level 3 and Business Administration Level 3 through study at Carlisle College.

Learning at Work Week in October 2020 provided SkillGate tutorials, virtual training sessions and workshops on understanding how apprenticeships work. To gain a better understanding of training undertaken, a Staff Skills Assessment survey was conducted. This identified future training requirements and enabled us to plan training in response to these needs. Coaching has been available for a number of years and a half day introduction is provided for all managers with options to develop skills further. In addition, clarity has been provided to distinguish between mentoring and coaching with more staff trained in mentoring skills to help support new employees and apprentices.

Details of equality related training and staff participation in 2020/21 are provided in the tables below. In total, 188 staff attended an equality training course and 597 equality e-learning modules were completed, with a number of staff completing more than one course. Some e-learning modules are mandatory and require completion every 3 years

(eg Safeguarding), meaning they will not show in this year's figures. We developed fresh approaches to training and encouraged staff to continue to develop their learning during the pandemic. The continued success and uptake of training is a testament to our staff and Organisational Development team. Equality related training also included some virtual sessions on specific disabilities to support awareness.

Overall equality training

| Employees that undertook an equality training course or completed an equality e-learning module ² | Date |
|--|--------------------------|
| 61.3% | April 2020 to March 2021 |
| 80.3% | April 2019 to March 2020 |
| 40.6% | April 2018 to March 2019 |

Equality training courses

| Employees that undertook an equality training course ³ | Date |
|---|--------------------------|
| 24.8% | April 2020 to March 2021 |
| 35.6% | April 2019 to March 2020 |
| 28.6% | April 2018 to March 2019 |

SkillGate (e-learning)

| Employees that completed an equality e-learning module ⁴ | Date |
|---|--------------------------|
| 55.8% | April 2020 to March 2021 |
| 65.7% | April 2019 to March 2020 |
| 17.4% | April 2018 to March 2019 |

Member training

Members attended a range of equality related training courses:

- Bio-Resilience Workshop (3)
- Coping Skills for Anxiety in Workplace (1)
- Managing Psychology and Safety (1)
- Mental Health Member Champion (8)
- Personal Wellbeing and Resilience (1)
- Visual Awareness (1)

² If an employee attended more than one course and/or completed more than one module they are only counted once.

³ If an employee attended more than one course they are only counted once.

⁴ If an employee completed more than one module they are only counted once.

Equality is incorporated into other training and information provided to Members including the Employment Panel and Code of Conduct. Members also have access to SkillGate modules.

Recruitment and selection

As part of our recruitment process, applicants can complete a diversity monitoring form when applying for a job. The tables below summarise the equality monitoring information for applicants for vacancies advertised between 31 March 2020 and 1 April 2021. No vacancies were advertised until June due to the pandemic. The diversity monitoring form was revised in May 2020 to update and standardise the age and ethnicity categories.

This is the second year we have published recruitment and selection data. We intend to build on this information and undertake analysis as it develops each year. Due to the amendments of the age and ethnicity categories we may be unable to make direct comparisons between some data.

Variations between the numbers of posts advertised and successful appointments are due to either more appointments being made than originally advertised (more successful appointments than posts advertised), or inability to recruit/withdrawal of post from the structure (less successful appointments than posts advertised).

Application summary

| Date | Posts advertised | Applications | Shortlisted | Successful |
|--------------------------|------------------|--------------|-------------|------------|
| April 2020 to March 2021 | 53 | 682 | 185 | 47 |
| April 2019 to March 2020 | 49 | 376 | 154 | 51 |

Equality monitoring information March 2020 to April 2021

| Sex | Applications | Shortlisted | Successful |
|------------|--------------|-------------|------------|
| Female | 30.2% | 37.8% | 48.9% |
| Male | 58.9% | 58.9% | 51.1% |
| Undeclared | 10.9% | 3.2% | 0.0% |

| Age | Applications | Shortlisted | Successful |
|------------|--------------|-------------|------------|
| 16-24 | 10.6% | 11.4% | 10.6% |
| 25-34 | 24.8% | 27.0% | 25.5% |
| 35-44 | 19.1% | 20.5% | 23.4% |
| 45-54 | 22.9% | 23.2% | 21.3% |
| 55-64 | 11.7% | 13.5% | 17.0% |
| 65+ | 0.4% | 1.6% | 2.1% |
| Undeclared | 10.6% | 2.7% | 0.0% |

| Sexuality | Applications | Shortlisted | Successful |
|--|--------------|-------------|------------|
| Bisexual, Homosexual, Lesbian or Other | 4.8% | 3.8% | 2.1% |
| Heterosexual | 78.4% | 85.9% | 89.4% |
| Undeclared | 16.7% | 10.3% | 8.5% |

| Ethnicity | Applications | Shortlisted | Successful |
|-------------------------------------|--------------|-------------|------------|
| All other ethnic groups combined | 1.2% | 1.6% | 4.3% |
| White | 87.8% | 95.7% | 95.7% |
| Undeclared | 11.0% | 2.7% | 0.0% |

| Disability | Applications | Shortlisted | Successful |
|------------|--------------|-------------|------------|
| Yes | 4.4% | 8.1% | 2.1% |
| No | 80.8% | 84.9% | 93.6% |
| Undeclared | 14.8% | 7.0% | 4.3% |

Equality impact assessment, consultation and engagement

We undertake a wide range of consultation and impact assessment to inform decision making and service delivery. The nature of these varies, depending on the proposed change and the potential impact on equality. Due to coronavirus restrictions, the ways in which we consult have changed, and we continue to develop how we are engaging in response to this. Examples undertaken include:

Carlisle Investment Plan consultation (July to August 2020)

In 2019, Carlisle was selected to create a Town Deal, accessing the UK government's Towns Fund. This aims to support urban regeneration, skills development and improve connectivity in small cities and towns.

The first stage of agreeing a Town Deal was the creation of a Town Investment Plan, which sets a clear vision for Carlisle's future. Drawing on feedback provided from stakeholders and previous public consultations on key development projects for Carlisle, a proposed vision and objectives for Carlisle's Town Investment Plan were drawn together.

An online consultation gave local public and businesses the opportunity to input their own ideas to ensure that the vision for the future of Carlisle is shaped and supported by the people who live and work here.

Cumbria Choice: Revised Housing Allocations Scheme Equality Impact Assessment (approved by Council September 2020)

Cumbria Choice is the adopted social housing allocation policy of the 6 district councils in Cumbria and Registered Social Landlords operating in the county. Cumbria Choice has been in operation since March 2011, and the policy is periodically reviewed by the partnership to ensure it remains fit for purpose and is fully compliant with the latest legislation and good practice. The draft policy followed our committee consultation and approval process. The Health and Wellbeing Scrutiny Panel made recommendations on amendments to the document which were approved by the Cumbria Choice Project Board.

Borderlands development consultation - Carlisle Citadels (November to December 2020)

Plans are under development to transform the Citadels Buildings and the adjacent site to become a new home for the University of Cumbria. This site could potentially transform the character and status of Carlisle and the wider

Borderlands area. The second public consultation requested stakeholders' views on what they think about the Citadels and area around them and the potential for their future use. The project is being developed jointly by Cumbria County Council, Carlisle City Council and the University of Cumbria working with Cumbria Local Enterprise Partnership as key partners.

St Cuthbert's Garden Village – draft St Cuthbert's Local Plan and the draft Strategic Design Supplementary Planning Document (November to December 2020)

Further digital consultation on the draft documents was undertaken, building on the previous consultation periods. An Equality Impact Assessment of the plan identified that overall, the potential impacts were positive or neutral. A Health Impact Assessment is currently under development and a final draft of the Local Plan will be published for a further public consultation later this year, before it is submitted to the secretary of state for independent examination.

Budget Consultation (December 2020 - January 2021)

Consultation on the 2021/22 Budget was undertaken with the public, staff, business rate payers and trade unions. The budget process led up to the Executive's Budget Proposal to Council, the process was concluded in February with the resolutions agreed by Council.

Surveys

We conduct a range of surveys to gather feedback from our staff, members and customers. A sample of these undertaken in 2020/21 is shown in the table below.

| Title | Start date | End date | Internal / external use |
|--|------------|------------|-------------------------|
| Equality Monitoring (Complaints) | April 2020 | March 2021 | External |
| Customer Satisfaction Survey | April 2020 | March 2021 | External |
| Pulse Survey 1 | May 2020 | June 2020 | Internal |
| Tribune Drive Play Area, Houghton | June 2020 | June 2020 | External |
| Business Questionnaire: Carlisle Re-opening | June 2020 | June 2020 | External |
| Hospitality Questionnaire: Carlisle Re-opening | July 2020 | July 2020 | External |
| Carlisle Town Investment Plan | July 2020 | Ongoing | External |

| Title | Start date | End date | Internal / external use |
|---|----------------|----------------|-------------------------|
| Local Environment (Climate Change) Strategy Consultation Survey | August 2020 | September 2020 | External |
| Review of Carlisle Welfare Reform Board | September 2020 | September 2020 | External |
| Hammonds Pond Play Area Upgrades | September 2020 | October 2020 | External |
| Pulse Survey 2 | September 2020 | October 2020 | Internal |
| Landlord/Home-Owner Survey | October 2020 | Ongoing | External |
| Carlisle Homeless Prevention and Rough Sleeping Strategy 2021-26 | October 2020 | November 2020 | External |
| St Cuthbert's Garden Village- Consultation on the Local Plan and the Strategic Design Supplementary Planning Document | November 2020 | December 2020 | External |
| IT User Survey | November 2020 | December 2020 | Internal |
| Alley Gate Survey | December 2020 | January 2021 | External |
| Public Spaces Protection Order Survey | December 2020 | January 2021 | External |

Partnership working and service provision

We provide many different services to our customers and strive to improve access for all. Partnership working enables us to engage with different organisations and groups to build closer links with all communities. During the past year, we have maintained our essential services, adjusting to meet the needs of the most vulnerable. It has required us to react quickly to different challenges and provide effective support to staff and partners.

Cumbria Local Resilience Forum

The Health and Wellbeing Scrutiny Panel received reports on the response to the coronavirus pandemic throughout the year⁵. These detail our partnership work and community resilience activity, including support to the resilience forum sub groups for response and recovery. The Carlisle Community Resilience Group was established to develop a sustainable local level community response and capitalise on the effective relationships developed during the pandemic. It is jointly chaired by Cumbria County Council and Carlisle City Council and brings together a range of community partners, organisations and groups. Subgroups have been set up to focus on the following areas: Children and Families, Community Emergency Response Groups, Health and Wellbeing, and Welfare and Hardship.

Cumbria Local Resilience Forum (CLRF) agreed the inclusion of Equality Impact Analysis (EIA) in the emergency management process in August 2020. This incorporates planning, response and recovery to assist CLRF in advancing equality and demonstrating due regard to the Public Sector Equality Duty. During the planning process, an EIA will provide evidence that when the members of CLRF are carrying out duties under the Civil Contingencies Act 2004 and other emergency planning legislation and guidance, they are considering the needs of people with protected characteristics. The EIA will also be used during the response and recovery phase for dynamic decision making.

Homeless Prevention and Accommodation Services (HPAS)

The HPAS teams assisted 408 households with housing and homelessness advice. It also accommodated and supported 84 households in temporary accommodation. We provided temporary emergency accommodation to those in need throughout lockdown, by both statutory and non-statutory placements. In order to prioritise beds and also minimise risks, additional checks were undertaken in advance of placements in line with Public Health England guidance such as health vulnerabilities, travel, self-isolation alternatives (if it was needed), and

⁵ 16 July 2020, 8 October 2020 and 25 February 2021

health issues/symptoms. We worked very closely in partnership with local housing providers (supported, social and private landlords) to access direct let/vacant properties for those who had a priority for rehousing in order to create constant throughput. We assisted in terms of furniture packages, payments and transport to maximise bed spaces as quickly as possible. We established 'safe zones' within the schemes/properties if this was required for people who had symptoms to self-isolate and increased the cleaning regimes.

Domestic abuse placements in emergency accommodation during coronavirus

Homeless Prevention and Accommodation Services assisted:

- 34 households with emergency accommodation as a direct result of domestic abuse
- 65 households with community support as a direct result of domestic abuse

The service worked closely with wider statutory and safeguarding partners to keep people safe; this increased in frequency during the lockdown period, with weekly snapshot and comparative trend data being closely monitored and reported in order to ensure that capacity to assist appropriately was maintained.

Next Steps Accommodation Funding

Carlisle was awarded £46,600 from the Ministry for Housing, Communities and Local Government Next Steps Accommodation Programme. This was to make resources available to support local authorities and their partners, to ensure that the current provision that was set up to safeguard people who were taken safely from the streets was able to continue for an appropriate length of time.

Organisations who were successful demonstrated in their proposal how the funding would be used to rapidly support those in coronavirus emergency accommodation. The funding is for use during 2020/21 only. Carlisle will work with Carlisle Key and Cumbria Gateway to create 8 self-contained tenancies for people who have been accommodated as a result of coronavirus due to a risk of rough sleeping; 4 of which will be for those aged 16-24 years.

Disabled Facilities Grants

Since the Disabled Adaptation Trusted Assessor started fully in their role in July 2020, they have dealt with 36 cases, carried out 23 in home assessments and made 18 referrals back to other organisations for additional assistance. We turned around some referrals within days, by using the new post and the new independent living grants. We also linked with the third sector and health more proactively to provide information about the services on offer to assist the more vulnerable in our communities.

Our Disabled Adaptation Trusted Assessor and Service Manager for Disabled Facilities Grants (DFG) presented to over 350 online participants as part of an event organised by Foundations, the governing body for DFG. This showcased Carlisle City Council as an organisation with a leading DFG service and officers have been assisting other local authorities with details of how the service has developed.

Warm Homes Fund Project

This project offered funded gas connections and first time central heating and was successfully delivered despite delays due to the pandemic. Through this project, Homelife Home Improvement Agency delivered 120 first time central heating systems, and 195 other measures, including 146 gas grid connections.

Wraparound Support for Children and Young People

Our Healthy City Team supported Wraparound Support for Children and Young People in conjunction with Cumbria County Council and various partners. The local volunteer group, Brampton Area Action Group (BAAG), were given support by the Team which enabled them to deliver activities for children requiring childcare during the summer months. Support was also provided to the Rock Youth Project to allow them to carry out interactive sessions with young people, within the various city centre parks.

Space to Talk

This initiative aimed to provide a listening space for the people of Carlisle to share their experiences throughout coronavirus. These events were delivered in partnership with the Lead Social Prescriber for the Carlisle Network, the Social Prescribing Team for Carlisle Care and the Vineyard Church, and our Healthy City Team. These events were followed up by the provision of information, signposting and engagement, plus an explanation of the role of social prescribing.

A training package is under development to allow Space to Talk to reach more communities throughout Cumbria and further afield. We have been approached by Newcastle City Council, who are interested in adopting the Space to Talk model. We were also asked to present at the next UK Healthy Cities meeting in mid-March on the Space to Talk initiative.

Thriving Communities Fund

The Healthy City Team forms part of a North Cumbria Arts, Health and Wellbeing Partnership which was successful in being awarded £50,000 from the Thriving Communities Fund. The partnership is made up of the City Council, Tullie House Museum and Art Gallery, North Cumbria Integrated Care Foundation Trust,

Carlisle Healthcare, Prism Arts, Susie Tate Projects and Cumbria Wildlife Trust. They will work with other partners to increase the uptake of social prescribing, to help improve the health and resilience of communities most impacted by the coronavirus pandemic.

Civic Centre ground floor redevelopment

As this project develops, consideration of the design and decoration of the building has been undertaken to ensure it is accessible. This includes developing an appropriate colour pallet to allow good contrast and visibility, non-slip safety flooring and a quiet meeting space for those with particular requirements such as dementia and autism. Further work will be undertaken on the signage plan to ensure that this takes account of recommendations from accessibility advisors such as having signage at eye level and including clear visual images.

Strategic Framework for Culture in Carlisle

A cultural framework for Carlisle, that aims to give new life and vision to the city's rich culture and heritage was launched in November 2020. The document provides details on ten priority areas to support partnership working to ensure the city remains an attractive place to live, study, work, invest and stay. The development of the Strategic Framework for Culture in Carlisle was initiated in 2019 by a small steering group of Carlisle City Council, Prism Arts, Tullie House Museum and Art Gallery Trust, and the University of Cumbria.

Supported with funding from the Arts Council England, a series of themed consultation events took place with a wide range of stakeholders to identify how, through culture, we could drive and sustain the future growth of the city region. This was followed up by a focussed play-back event to disseminate initial thoughts and areas of priority and made a significant contribution to the document. The consultation was designed to not only engage existing cultural specialists, but to encourage a diverse range of voices representing diversity, business, education, health, individual and freelance artists, and creative practitioners to contribute to shaping the future arts and cultural agenda.

Customer satisfaction

Customer satisfaction with how well we are running things was 70.6% 'very satisfied' or 'satisfied' in 2019/20⁶, compared to 72.6% in 2018/19. In statistical terms we can be 95% confident that the actual satisfaction rate for Carlisle lies between 66.8% and 74.4%.

A link to the online customer satisfaction survey was available on our website and promoted via social media. The sample size was boosted by emailing the survey link to service users who had accessed our services online in the previous twelve months. The 2020/21 satisfaction measure will be reported later in 2021.

Our satisfaction survey includes optional equality monitoring questions. This records information about the equality characteristics of people using our services in relation to their level of satisfaction. We are continuing to monitor these responses to identify further work and link this to our consultation and engagement programme.

Customer Services transferred all advisors from an office base to home working on 1 April 2020. This was made possible by continuity planning following the floods of 2005 and 2015. Appropriate IT platforms were already in place to facilitate a smooth transition. As such, our full resource has been fully operational (with the exception of face-to-face) with no disruption to contacting the Council.

Customer Services successfully adapted over the past year to continue to provide support to our customers, with telephone, email, web access and social media channels available throughout. When possible, the Contact Centre was opened for appointments only using an automated booking system, and other processes were put in place to enable our vulnerable customers to access key services.

Customers who found it difficult to access our services, either online or over the phone, were called by our supervisors for a one-to-one appointment. Typically, supervisors completed online forms on their behalf for services including new Benefit Claims, Council Tax Reduction Claims, and applications for homelessness services. We also worked with the Foodbank to ensure customers had access to their services by automating referrals over email.

Customer Services was the first point of contact for numerous Government initiatives responding to coronavirus including Small Business Grants, Discretionary Business Grants, Business Rates Relief, Council Tax Relief and

⁶ [PC 22-20 Quarter 1 Performance Report 2020/21, Executive, 14 September 2020](#)

Council Tax support. This is reflected in the huge increase in demand for service from 2019/20 to 2020/21. Reporting on key performance indicators has been impacted by service changes during the coronavirus response. The performance continues to be very positive – 94% of customer emails were responded to within 48 hours, despite an 81% increase in emails received in 2020/21 from 2019/20.⁷

Complaints

Our Complaints and Feedback Policy contains details of how complaints are managed. Formal corporate complaints are received in writing and recorded through the Council's Customer Relationship Management system. The equality monitoring form attached to the complaints form is voluntary.

We are committed to ensuring that we use customer feedback to help improve services and to focus on the needs of our customers. In 2020/21, a full response to complaints was issued to 88% of customers within 15 days of receipt at each stage.⁸ The majority of late replies were due to resources reallocated to the coronavirus response. 2020/21 also saw a 65% increase in the volume of complaints received.

The number of complaint equality monitoring forms received for April 2020 to March 2021 is shown in the table below (the number of complaints received in 2020/21 was 56). We monitor the responses to screen for equality issues and any concerns are reported to relevant service managers.

| Number of complaint equality monitoring forms | Date |
|---|--------------------------|
| 1 | April 2020 to March 2021 |
| 17 | April 2019 to March 2020 |
| 12 | April 2018 to March 2019 |

⁷ [PC 23/21, End of Year Performance Report 2020/21, Executive, 5 July 2021](#)

⁸

Equality objectives 2020-24

Our equality objectives were agreed by the Executive in May 2020. They are:

- a) Break the cycle of inequality and improve health, wellbeing and economic prosperity
- b) Support a diverse workforce by improving the equality data of the recruitment and retention processes
- c) Ensure all people have access to the services they need
- d) Celebrate the diversity of our communities and bring people together

The actions below have been identified to help deliver the equality objectives 2020-24 and respond to issues identified in this report. They are reviewed and developed annually.

Equality Action Plan 2021

| Equality objective | Action | Progress | Lead team(s) |
|---|---|---|----------------------|
| Break the cycle of inequality and improve health, wellbeing and economic prosperity | 1) Deliver the Carlisle Plan priorities and work in partnership to achieve these across the district. | 2020/21 End of Year Performance Report reported to Executive 5 July 2021. ⁹ This report includes detailed progress on the Carlisle Plan on a Page actions and projects. The draft Carlisle Plan 2021-23 is under development with a proposed key priority of Health and Wellbeing. The 31 August 2021 Executive meeting will be asked to recommend the plan to Council for adoption. | All Council services |

⁹ [PC 23/21, End of Year Performance Report 2020/21, Executive, 5 July 2021](#)

| Equality objective | Action | Progress | Lead team(s) |
|---|--|--|---|
| Break the cycle of inequality and improve health, wellbeing and economic prosperity | 2) Deliver the Healthy City Strategy actions. | We are working as part of the World Health Organisation Healthy City Forum to develop an action plan, rather than producing our own healthy city strategy at this stage. | All Council Services, Healthy City Team |
| Break the cycle of inequality and improve health, wellbeing and economic prosperity | 3) Explore the impact the use of Council land, assets and planning has on communities and supporting equality and diversity, and how these can be developed. | See the progress comment for action 2. | Healthy City Team |
| Break the cycle of inequality and improve health, wellbeing and economic prosperity | 4) Support third sector partners addressing priority needs of local communities. | Our support to Community Centres allows us to target and provide services for priority needs of local communities. | Healthy City Team |
| Break the cycle of inequality and improve health, wellbeing and economic prosperity | 5) Include equality within all Portfolio Holder reports to Council to help promote understanding and awareness to members. | Regular updates on the work of the Health City Forum are included in the Portfolio Holder Reports. | Policy and Communications, Partnerships |
| Break the cycle of inequality and improve health, wellbeing and economic prosperity | 6) Include the equality objectives in Council reports to help improve consideration of equality implications in decision making. | To be developed through internal communications and SharePoint, linking the corporate implications to the equality objectives. The SharePoint site is under development and will be used as part of the Equality Impact Assessment training. | Policy and Communications |

| Equality objective | Action | Progress | Lead team(s) |
|---|---|---|--|
| Support a diverse workforce by improving the equality data of the recruitment and retention processes | 7) Implement iTrent recruitment module. Review and standardise ethnicity categories on recruitment monitoring forms and in iTrent recruitment. | iTrent recruitment module under development to include equality reporting requirements, the target date for implementation is 31 December 2021. The job application form was revised in May 2020 to include a question on details of Armed Forces service. The diversity monitoring form was also revised to standardise equality categories. | Human Resources, Policy and Communications |
| Support a diverse workforce by improving the equality data of the recruitment and retention processes | 8) Screen gender pay information for issues and identify actions that may need to be taken in response to these. | Data for 2019, 2020 and 2021 included in this report. See the Workforce Profile section of this report for comment on the figures and action. | Human Resources, Policy and Communications |
| Ensure all people have access to the services they need | 9) Assess responses to satisfaction survey and equality questions to identify issues for further development. Review complaint equality monitoring form responses to screen for equality. | This measure will be reported in the Quarter 1 Performance Report 2021/22 to Scrutiny and the Executive. Optional equality responses are monitored to identify areas for investigation. Complaint equality monitoring form responses are referred to in the Complaints section of this report. | Customer Services, Policy and Communications |

| Equality objective | Action | Progress | Lead team(s) |
|---|---|---|--|
| Ensure people have appropriate access to the services they need | 10) To keep the assumptions employed in the Gypsy and Traveller Accommodation Assessment (GTAA) relating to the turnover of Gypsy and Traveller pitches under review. | The Cumbrian district councils had agreed to update the GTAA during 2020; however the tendering process to appoint a consultant to carry out the research was delayed due to the COVID-19 situation. ORS (Opinion Research Services Ltd.) were appointed to undertake the research and the final report is due in Summer 2021. | Planning Policy |
| Ensure people have appropriate access to the services they need | 11) To continue developing support to the Armed Forces community and our commitment to the Armed Forces Covenant, including achieving the silver award of the Defence Recognition Scheme. | We achieved the silver award of the Defence Employer Recognition Scheme in August 2020 and are working towards the next level. We continue to support the Carlisle and Eden Armed Forces Support Co-ordination Project. Armed Forces Covenant Training has been developed through our e-learning provider, SkillGate. This is aimed at front-line staff who engage with individuals and families on a regular basis. We are preparing our readiness and response to the forthcoming Armed Forces Bill 2021. | Policy and Communications, Human Resources |

| Equality objective | Action | Progress | Lead team(s) |
|--|--|--|--|
| Ensure people have appropriate access to the services they need | 12) Develop an accessible version of the Equality Policy. | Completed. We are undertaking work to comply with the Accessibility Regulations and develop the accessibility of our digital services. | Policy and Communications |
| Ensure people have appropriate access to the services they need | 13) Review available data to identify who is accessing Council services and where. | Data review being undertaken to analyse how customers are accessing our service and how this has changed during the pandemic. Initial work has identified that online contact through emails and the website has doubled since the start of the pandemic. | Policy and Communications, Customer Services |
| Celebrate the diversity of our communities and bring people together | 14) Continue to review and develop events programme to help celebrate different communities in Carlisle. | The majority of physical events were postponed during the past year with a focus on virtual engagement. Some outdoor events were held with social distancing regulations, appropriate spacing and limited tickets available. We are active members of Cumbria Arts and Culture Network which looks at the many issues surrounding the arts, including support for artists, venues and how the county's artistic community could recover from coronavirus restrictions. | Healthy City Team |

| Equality objective | Action | Progress | Lead team(s) |
|--|---|---|--|
| Celebrate the diversity of our communities and bring people together | 15) Ensure children and young people are included in engagement and consultation. Learning from successful consultations to be shared and developed across the Council. | Our ongoing good practice of engaging children and young people in play park improvements has been adapted for online use, working with the Policy and Communications Team. We have still been able to reach target audiences during pandemic restrictions. | Policy and Communications, Healthy City Team |

Appendix 1 – Workforce profile on 31 March 2021 and latest comparative data for Carlisle

| Workforce profile 31 March 2021 | | Carlisle |
|---------------------------------|-----|---|
| Number of employees | 471 | Population of Carlisle ¹⁰ 108,524 |

| Age range | % | Age range ¹⁰ | % |
|-----------|------|-------------------------|------|
| 0-15 | n/a | 0-15 | 16.7 |
| 16-24 | 3.8 | 15-24 | 10.1 |
| 25-34 | 13.8 | 25-34 | 11.1 |
| 35-44 | 22.7 | 35-44 | 11.5 |
| 45-54 | 27.6 | 45-54 | 13.8 |
| 55-64 | 29.1 | 55-64 | 14.4 |
| 65+ | 3.0 | 65+ | 22.2 |

Due to rounding, the age range percentages for Carlisle do not add up to 100%.

| Marital status | % | Marital status ¹¹ | % |
|----------------|------|------------------------------|------|
| Civil Partner | 1.3 | Civil Partner | 0.2 |
| Divorced | 3.8 | Divorced | 9.7 |
| Married | 48.4 | Married | 47.3 |
| Separated | 1.7 | Separated | 2.5 |
| Single | 31.2 | Single | 32.2 |
| Undeclared | 12.5 | Undeclared | |
| Widowed | 1.1 | Widowed | 8.2 |

| Ethnicity | % | Ethnicity ¹¹ | % |
|----------------------------------|------|----------------------------------|------|
| All other ethnic groups combined | 1.5 | All other ethnic groups combined | 1.9 |
| White | 88.3 | White | 98.1 |
| Undeclared | 10.2 | Undeclared | n/a |

| Sex | % | Sex ¹⁰ | % |
|--------|------|-------------------|------|
| Female | 50.5 | Female | 51.1 |
| Male | 49.5 | Male | 48.9 |

¹⁰ 2020 Office for National Statistics

¹¹ Census 2011

| Disability (self-declared) | % | Disability and health – day to day activities limited? ¹¹ | % |
|----------------------------|------|--|------|
| No | 77.5 | No | 80.8 |
| Yes | 3.8 | Yes a lot | 9.2 |
| Undeclared | 18.7 | Yes a little | 10.0 |

| Sexuality | % | Sexuality | % |
|--------------------------------------|------|--------------------------------------|---------------|
| Heterosexual | 64.1 | Heterosexual | Not available |
| Bisexual, Gay, Homosexual or Lesbian | 1.9 | Bisexual, Gay, Homosexual or Lesbian | Not available |
| Undeclared | 34.2 | Undeclared | Not available |

| Religion | % | Religion ¹¹ | % |
|-------------|------|------------------------|------|
| Buddhist | 0.6 | Buddhist | 0.3 |
| Christian | 36.3 | Christian | 69.1 |
| Hindu | 0 | Hindu | 0.2 |
| Jewish | 0 | Jewish | 0 |
| Muslim | 0 | Muslim | 0.4 |
| No religion | 26.1 | No religion | 22.9 |
| Other | 0.8 | Other | 0.3 |
| Sikh | 0 | Sikh | 0 |
| Undeclared | 36.1 | Undeclared | 6.8 |

Pregnancy and Maternity

The number of employees who commenced their maternity leave in 2020/21 was 2.

Appendix 2 – Gender pay figures March 2019, 2020 and 2021

| Pay details | Carlisle City Council March 2019 | Carlisle City Council March 2020 | Carlisle City Council March 2021 | Average of CIPFA near neighbours 2020/21¹² |
|-------------------------------------|---|---|---|--|
| Women's mean hourly rate* | 3.5% lower than men's | 1.5% lower than men's | 2.2% lower than men's | 2.9% lower than men's |
| Women's median hourly rate** | 9.5% higher than men's | 9.2% higher than men's | 11.7% higher than men's | 1.9% higher than men's |
| Upper quartile | | | | |
| Females | 46.4% | 46.5% | 46.1% | 47.8% |
| Males | 53.6% | 53.5% | 53.9% | 52.2% |
| Upper middle quartile | | | | |
| Females | 60.0% | 61.4% | 60.5% | 54.0% |
| Males | 40.0% | 38.6% | 39.5% | 46.0% |
| Lower middle quartile | | | | |
| Females | 56.4% | 51.8% [#] | 62.3% | 54.1% |
| Males | 43.6% | 48.3% [#] | 37.7% | 45.9% |
| Lower quartile | | | | |
| Females | 40.4% | 37.7% | 33.3% | 47.3% |
| Males | 59.6% | 62.3% | 66.7% | 52.7% |

*The mean hourly rate is the average hourly wage across the entire organisation. The mean gender pay gap is a measure of the difference between women's mean hourly wage and men's mean hourly wage.

**The median hourly rate is calculated by ranking all employees from the highest paid to the lowest paid, and taking the hourly wage of the person in the middle. The median gender pay gap is the difference between women's median hourly wage (the middle paid woman) and men's median hourly wage (the middle paid man).

Due to rounding, the Lower Middle Quartile percentages for March 2020 do not add up to 100%.

Please [visit the Gender Pay Gap Service](#) for further information.

¹² [LG Inform Gender Pay Gap comparison](#)

Report to Executive

Item
A.6

Meeting Date: 27th September 2021
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework: Yes
Public / Private: Public

Title: QUARTER 1 PERFORMANCE REPORT 2021/22
Report of: Policy and Communications Manager
Report Number: PC.36/21

Purpose / Summary:

This report contains the Quarter 1 2021/22 performance against the current Service Standards and a baseline position for the Carlisle Plan 2021-23 actions as defined in the draft Plan. Performance against the 2021/22 Key Performance Indicators (KPIs) are included as a dashboard.

The recommendations from the Member Task and Finish Group on performance reporting are also detailed.

Recommendations:

1. Consider the performance of the City Council with a view to seeking continuous improvement in how the Council delivers its priorities.
2. Consider and agree the recommendations made by the Member Task and Finish Group regarding future performance reports.

Tracking

| | |
|------------|---|
| Executive: | 27/09/21 |
| Scrutiny: | Health and Wellbeing 02/09/21 Economic Growth 09/09/21 Business and Transformation 26/08/21 |
| Council: | N/A |

1. BACKGROUND

1.1 This report contains the Quarter 1 2021/22 performance against the Service Standards and a summary of the Carlisle Plan 2021-23 actions as defined in the draft Plan. The Key Performance Indicators (KPIs) are also included as an appended dashboard. For further information, pre-Covid pandemic performance i.e. Quarter 1 2019/20 is also included where like for like comparisons are possible.

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.

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 actions in the Carlisle Plan are presented in Section 3. The intention is to give the Executive 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 Service Standards and KPIs:

Service Standards – 2 'red', 0 'amber' and 6 'green'

KPIs – 6 'red', 5 'amber', 22 'green'

Summary of Exceptions (RED)

| Measure | Target | Performance |
|--|---------|--|
| SS04 Average number of working days to process new benefits claims | 19 days | 21.6 days Fluctuations in resource levels and the additional work to provide Test & Trace |

| | | |
|---|------|---|
| | | Support payments have affected claim processing timescales. |
| SS05: Proportion of corporate complaints dealt with on time | 100% | 90% We received 21 complaints (which is very high) in the Quarter, of which two went over 15 days. This was due to the complex nature of the complaints that required further investigation. |
| CSe14: Actual car parking revenue as a percentage of car parking expenditure | 93% | 65% Revenue £134k under target |
| CSe22 Actual city centre pedestrianised zone revenue as a percentage of city centre expenditure | 84% | 55% Revenue down on target due to less events in the city centre due to Covid-19 restrictions. |
| FR03 Average number of working days lost due to sickness absence per FTE (full-time equivalent) employee. | 2.1 | 2.6 Separate full report was presented to Scrutiny on 26/08/21. |
| *FR09 Internal Audit - Percentage of draft internal reports issued by the agreed deadline or formally approved revised deadline agreed by Audit Manager and client | 80% | 59% Covid-19 delays (including vacancy and absence) |
| *FR15 Internal Audit - Percentage of chargeable time | 80% | 69% Covid-19 delays and recruitment |
| *FR17 Internal Audit – Proportion of audit recommendations implemented | 80% | 56% These are monitored on a regular basis by both the Audit team and Audit Cttee. Management responses/updates are received for all outstanding recommendations |

*Further detail regarding Internal Audit KPIs were provided at the Audit Committee on 8th July 2021:

“The global COVID-19 pandemic that first arose during the first part of 2020 has had a significant impact on the ability to deliver the Internal Audit Plan during the year. Firstly, the Council’s compliance with national guidance and the instruction for all employees to work from home and the requirement for as little social contact as possible

curtailed some of the work of the internal audit department and required a re-focusing of the reviews in the Audit plan.

The internal audit team themselves have been working from home for the full year and have delivered audits mainly through remote contact with auditees.

The Committee have been kept abreast of changes to the audit plan as well as progress on individual audits throughout the year, with amendments to the plan being approved at the 18 December meeting and an update on plans to achieve sufficient coverage by continuing to work on 2020/21 audits in the first quarter of 2021/22 being provided at the 15 March meeting.

The team had faced difficulties in completing reviews due to staff turnover and a long-term (covid-related) sickness absence. In order to provide resources to deliver the plan, a temporary resource was appointed in January 2021 and this has helped to complete reviews that may have otherwise not been completed and the team have managed to complete 23 of the 26 (88%) proposed reviews within the plan.

Although there were some difficulties in completing reviews remotely and without direct access to other departments, reviews have progressed well, and reports have been issued and concluded with clients in a timely manner. I appreciate the efforts of the Internal Audit team in achieving the level of coverage that they have.

As well as completion of the plan, Internal audit have also provided guidance and support to other departments around changes to working practices and in providing assurances around the receipt and distribution of COVID funding from Government. These activities will ensure there are still ongoing considerations and controls in place to limit the potential for fraud and error.

The COVID-19 pandemic will have a lasting effect on the way the Council undertakes its business and internal audit will be integral in ensuring there are adequate working controls and governance in place throughout 2021/22 and beyond in order to protect the Council's position."

1.6 Performance Reporting Member Task and Finish Group

1.6.1 At their meetings of 28 August and 3 September 2020 respectively, Health and Wellbeing and Business and Transformation Scrutiny Panels both resolved that they would like to be involved in developing the content of future performance reports. It was agreed by all three Scrutiny Panels that this work should be carried forward by a Task and Finish Group that involved officers and Members from each Panel.

1.6.2 Aims of the Task and Finish Group were:

- Review existing reporting, seek advice from Policy and Communications Team on strengths and challenges of existing reporting
- Research examples of good practice
- Develop recommendations to share with HWSP, EGSP and BTSP

1.6.3 Membership:

Members:

Cllr Keith Mellor (EGSP Vice Chair(VC))

Cllr James Bainbridge (BTSP Chair)

Cllr Pamela Birks (BTSP VC)

Cllr Christine Finlayson (HWSP VC)

Cllr Jeanette Whalen (HWSP)

Co-opted Members:

Gary Oliver (Policy and Performance Officer) (Chair)

Rowan Jones (Overview and Scrutiny Officer)

Ross Blakemore (Data Analyst Apprentice)

1.6.4 The group met in January, February and June 2021 and the following recommendations were made and have been shared with all three Panels:

- Quarterly reports should be lighter, but end of year reports will still be the full report, including potential use of infographics and benchmarking where possible (ALL)
- Consider stretch targets for next year (2022/23) in a January 2022 review (BTSP)
- For the Carlisle Plan 2021-23, the governance arrangements and key project information be shared with the Panels and then going forward, light updates, exceptions and measures of success to be reported on (ALL). This is supported by the following Audit Committee (8/7/21) resolution:

“2) That the minute excerpt AUC.26/21 Internal Audit Progress 2020/21 (March – June), Economic Development Major Funding – (Governance) be forwarded to the Business and Transformation Scrutiny Panel for it to consider as part of its Task and Finish Group work on KPIs.”

- Service Standards – remove acronyms and use plain English (ALL)
- The recycling service standard should include the waste taken to the Household Waste Recycling Centres at Bousteads Grassing and Brampton to give a more holistic view of Carlisle household recycling (HWSP)
- Some KPIs that no longer fit the strategic priorities for the Panels should be removed once the Panels' workplans for the year have been developed. (ALL)
- Homelessness data needs to be more strongly reflected in performance management e.g. re-presentations, how long are households spending in temporary accommodation (HWSP)
- Customer satisfaction surveys – once the Civic Centre is open to the public again, consider a face-to-face survey or kiosk at point of exit to complement the current online survey form. Once the new telephony service is in place, performance measures should be developed in line with the Customer Services Charter (BTSP)
- Climate change targets - Carlisle target is now aligned to Cumbria target of net zero by 2037 but this will not be a linear process to achieve this. An annual summary table of projects delivered should be included in the end of year performance report. Consider alignment with other Cumbria authorities in relation to shorter term targets
- Further develop a live dynamic performance dashboard that can be publicly shared and accessible to Members (ALL)

2. PROPOSALS

As detailed in the Task and Finish Group recommendations

3. RISKS

None

4. CONSULTATION

The report was reviewed by the Senior Management Team and has been considered at the three Scrutiny Panels.

5. CONCLUSION AND REASONS FOR RECOMMENDATIONS

The Executive are asked to note the Quarter 1 Performance Report 2021/22 and agree the performance reporting Member Task and Finish Group recommendations.

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.

FINANCE – This report raises no explicit financial issues

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

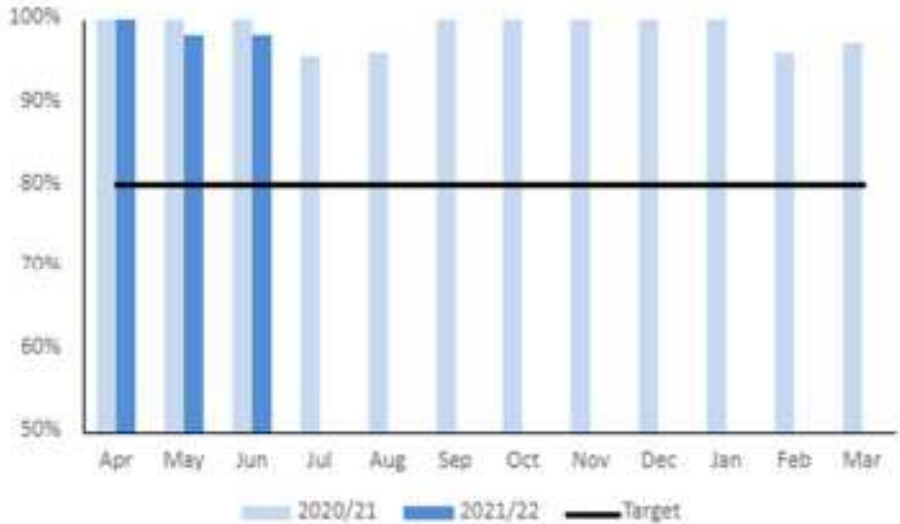
INFORMATION GOVERNANCE – This report raises no explicit issues relating to Information Governance.

PROPERTY SERVICES - This report raises no explicit issues relating to Property Services

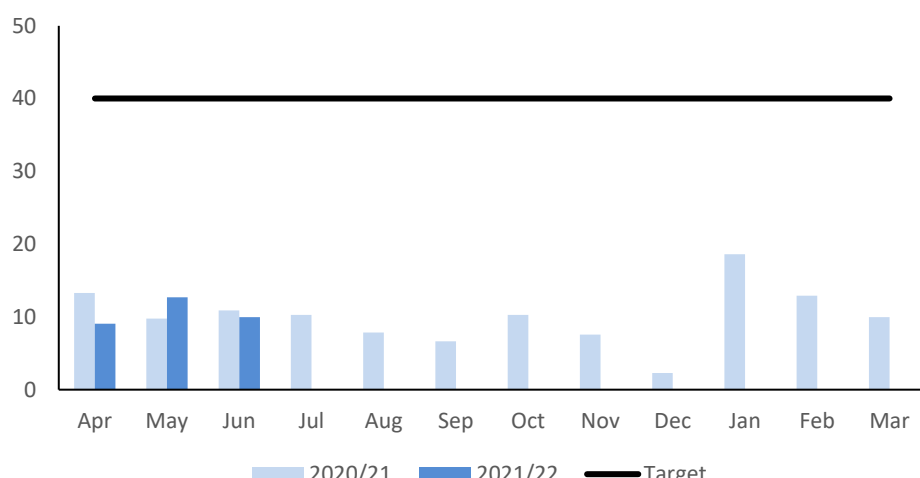
Section 1: Service Standards 2021/22

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.

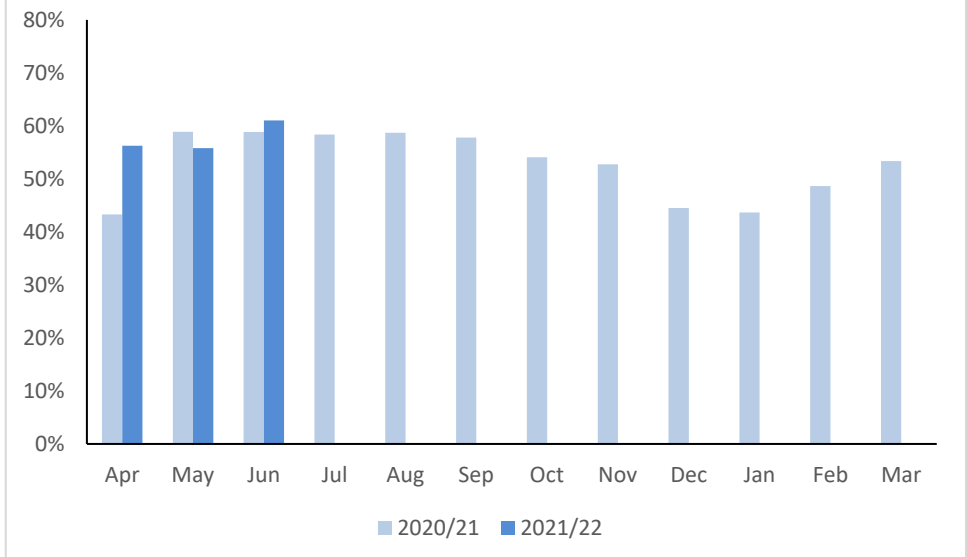
SS01: Percentage of Household Planning Applications processed within eight weeks

| Service Standard | Quarter 1 2021/22 | Performance by Month | Further Information |
|--------------------------------|--|--|--|
| 80% (Nationally set target) | 98.6% |  <p>100% 90% 80% 70% 60% 50%</p> <p>Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar</p> <p>2020/21 2021/22 Target</p> | 139 household planning applications have been processed in the quarter compared with 53 in the same quarter last year. |
| | (Q1 2020/21: 100% Q1 2019/20: 100%) | | |
| | On target? | | |
| | ✓ | | |

SS02: Proportion of waste or recycling collections missed (valid)

| Service Standard | Quarter 1 2021/22 | Performance by Month | Further Information | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|--|--|---------------------|---------|---------|--------|-----|----|---|----|-----|----|----|----|-----|----|----|----|-----|----|---|----|-----|---|---|----|-----|---|---|----|-----|----|---|----|-----|---|---|----|-----|---|---|----|-----|---|----|----|-----|----|---|----|-----|----|---|----|--|
| 40 missed collections per 100,000 (Industry standard) | 10.6 (Q1 2020/21: 11.2 Q1 2019/20: 11.3) |  <table><thead><tr><th>Month</th><th>2020/21</th><th>2021/22</th><th>Target</th></tr></thead><tbody><tr><td>Apr</td><td>13</td><td>9</td><td>40</td></tr><tr><td>May</td><td>10</td><td>13</td><td>40</td></tr><tr><td>Jun</td><td>11</td><td>10</td><td>40</td></tr><tr><td>Jul</td><td>10</td><td>0</td><td>40</td></tr><tr><td>Aug</td><td>8</td><td>0</td><td>40</td></tr><tr><td>Sep</td><td>7</td><td>0</td><td>40</td></tr><tr><td>Oct</td><td>10</td><td>0</td><td>40</td></tr><tr><td>Nov</td><td>8</td><td>0</td><td>40</td></tr><tr><td>Dec</td><td>2</td><td>0</td><td>40</td></tr><tr><td>Jan</td><td>0</td><td>18</td><td>40</td></tr><tr><td>Feb</td><td>13</td><td>0</td><td>40</td></tr><tr><td>Mar</td><td>10</td><td>0</td><td>40</td></tr></tbody></table> | Month | 2020/21 | 2021/22 | Target | Apr | 13 | 9 | 40 | May | 10 | 13 | 40 | Jun | 11 | 10 | 40 | Jul | 10 | 0 | 40 | Aug | 8 | 0 | 40 | Sep | 7 | 0 | 40 | Oct | 10 | 0 | 40 | Nov | 8 | 0 | 40 | Dec | 2 | 0 | 40 | Jan | 0 | 18 | 40 | Feb | 13 | 0 | 40 | Mar | 10 | 0 | 40 | Around one million collections have been made with 105 missed (99.99% success rate). |
| | Month | | 2020/21 | 2021/22 | Target | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Apr | | 13 | 9 | 40 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| May | 10 | 13 | 40 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jun | 11 | 10 | 40 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jul | 10 | 0 | 40 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Aug | 8 | 0 | 40 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Sep | 7 | 0 | 40 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Oct | 10 | 0 | 40 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Nov | 8 | 0 | 40 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Dec | 2 | 0 | 40 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jan | 0 | 18 | 40 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Feb | 13 | 0 | 40 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Mar | 10 | 0 | 40 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| On target? | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| ✓ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

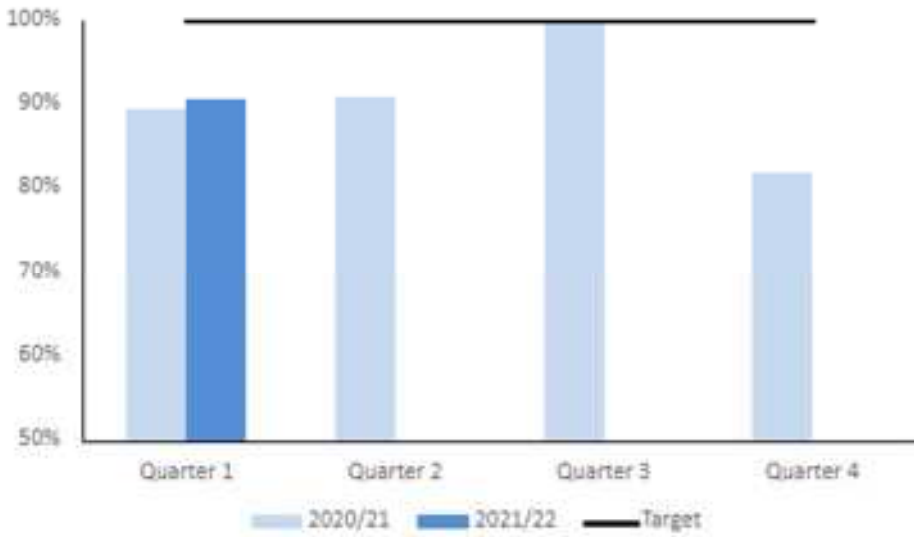
SS03: Percentage of household waste sent for recycling (including bring sites) **now including Household Waste and Recycling Centres at Bousteads Grassing and Brampton**

| Service Standard | Quarter 1 2021/22 | Performance by Month | Further Information | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|-------------------|--|---------------------|-------------|-------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|---|-----|-----|---|-----|-----|---|-----|-----|---|-----|-----|---|-----|-----|---|-----|-----|---|-----|-----|---|-----|-----|---|---|
| Target to be confirmed (see Further Information) | 57.8% |  <table><caption>Monthly Performance Data (Estimated)</caption><thead><tr><th>Month</th><th>2020/21 (%)</th><th>2021/22 (%)</th></tr></thead><tbody><tr><td>Apr</td><td>43%</td><td>56%</td></tr><tr><td>May</td><td>58%</td><td>55%</td></tr><tr><td>Jun</td><td>58%</td><td>61%</td></tr><tr><td>Jul</td><td>58%</td><td>-</td></tr><tr><td>Aug</td><td>58%</td><td>-</td></tr><tr><td>Sep</td><td>57%</td><td>-</td></tr><tr><td>Oct</td><td>54%</td><td>-</td></tr><tr><td>Nov</td><td>53%</td><td>-</td></tr><tr><td>Dec</td><td>44%</td><td>-</td></tr><tr><td>Jan</td><td>43%</td><td>-</td></tr><tr><td>Feb</td><td>48%</td><td>-</td></tr><tr><td>Mar</td><td>53%</td><td>-</td></tr></tbody></table> | Month | 2020/21 (%) | 2021/22 (%) | Apr | 43% | 56% | May | 58% | 55% | Jun | 58% | 61% | Jul | 58% | - | Aug | 58% | - | Sep | 57% | - | Oct | 54% | - | Nov | 53% | - | Dec | 44% | - | Jan | 43% | - | Feb | 48% | - | Mar | 53% | - | The Interim Cumbria Joint Municipal Waste Management Strategy including the new targets and possible impact of the Government's Waste and Resources Strategy will be discussed by JMT on 27 th September 2021. |
| | Month | | 2020/21 (%) | 2021/22 (%) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Apr | | 43% | 56% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| May | 58% | 55% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jun | 58% | 61% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jul | 58% | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Aug | 58% | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Sep | 57% | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Oct | 54% | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Nov | 53% | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Dec | 44% | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jan | 43% | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Feb | 48% | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Mar | 53% | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| (Q1 2020/21: 54.8%) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| On target? | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

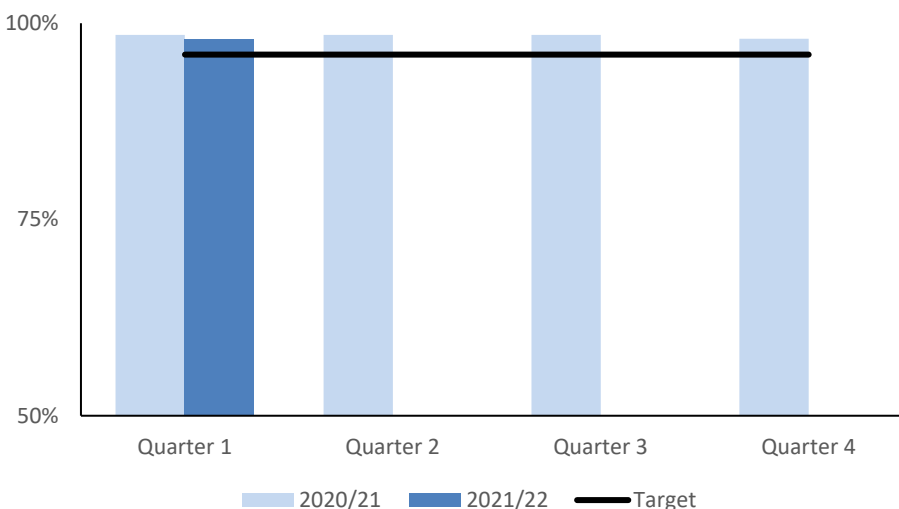
SS04: Average number of working days to process new benefits claims

| Service Standard | Quarter 1 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 | 21.6 days (Q1 2020/21: 14.4 days Q1 2019/20: 20.4 days) | <table><thead><tr><th>Month</th><th>2020/21 (days)</th><th>2021/22 (days)</th></tr></thead><tbody><tr><td>Apr</td><td>17.0</td><td>24.0</td></tr><tr><td>May</td><td>12.5</td><td>21.5</td></tr><tr><td>Jun</td><td>12.5</td><td>19.0</td></tr><tr><td>Jul</td><td>12.5</td><td>-</td></tr><tr><td>Aug</td><td>14.5</td><td>-</td></tr><tr><td>Sep</td><td>19.0</td><td>-</td></tr><tr><td>Oct</td><td>15.5</td><td>-</td></tr><tr><td>Nov</td><td>18.0</td><td>-</td></tr><tr><td>Dec</td><td>19.5</td><td>-</td></tr><tr><td>Jan</td><td>20.5</td><td>-</td></tr><tr><td>Feb</td><td>20.5</td><td>-</td></tr><tr><td>Mar</td><td>19.5</td><td>-</td></tr></tbody></table> | Month | 2020/21 (days) | 2021/22 (days) | Apr | 17.0 | 24.0 | May | 12.5 | 21.5 | Jun | 12.5 | 19.0 | Jul | 12.5 | - | Aug | 14.5 | - | Sep | 19.0 | - | Oct | 15.5 | - | Nov | 18.0 | - | Dec | 19.5 | - | Jan | 20.5 | - | Feb | 20.5 | - | Mar | 19.5 | - | 906 new claims were made in Q1; almost identical number to the previous year. However, fluctuations in resource levels and the additional work to provide Test & Trace Support payments have affected claim processing timescales. |
| | Month | | 2020/21 (days) | 2021/22 (days) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Apr | | 17.0 | 24.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| May | 12.5 | 21.5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jun | 12.5 | 19.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jul | 12.5 | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Aug | 14.5 | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Sep | 19.0 | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Oct | 15.5 | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Nov | 18.0 | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Dec | 19.5 | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jan | 20.5 | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Feb | 20.5 | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Mar | 19.5 | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| On target? | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| ✗ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

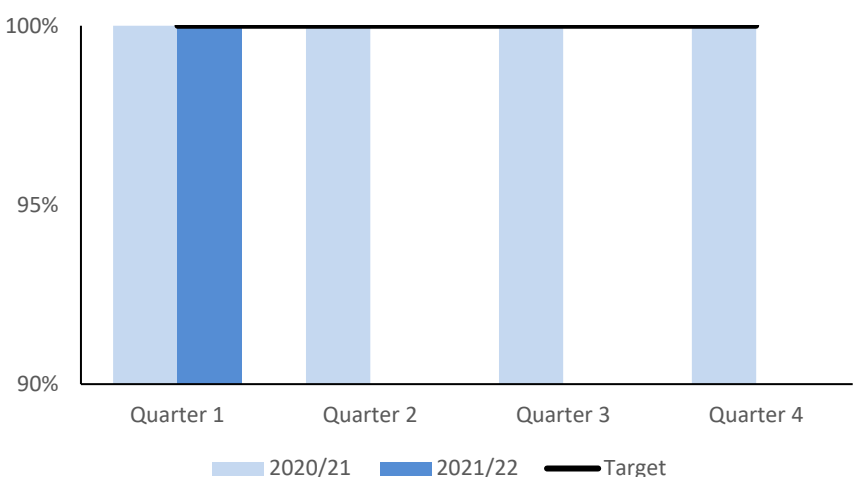
SS05: Proportion of corporate complaints dealt with on time

| Service Standard | Quarter 1 2021/22 | Performance by Quarter | Further Information | | | | | | | | | | | | | | | | | | | | |
|--|-------------------|--|---------------------|-------------|-------------|------------|-----------|-----|-----|-----|-----------|-----|-----|-----|-----------|-----|-----|-----|-----------|-----|-----|-----|--|
| Corporate complaints should be dealt with within 15 working days | 90% |  <table><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>90%</td></tr><tr><td>Quarter 2</td><td>91%</td><td>90%</td><td>90%</td></tr><tr><td>Quarter 3</td><td>91%</td><td>90%</td><td>90%</td></tr><tr><td>Quarter 4</td><td>82%</td><td>90%</td><td>90%</td></tr></tbody></table> | Quarter | 2020/21 (%) | 2021/22 (%) | Target (%) | Quarter 1 | 89% | 90% | 90% | Quarter 2 | 91% | 90% | 90% | Quarter 3 | 91% | 90% | 90% | Quarter 4 | 82% | 90% | 90% | We received 21 complaints (which is very high) in the Quarter, of which two went over 15 days. This was due to the complex nature of the complaints that required further investigation. |
| | Quarter | | 2020/21 (%) | 2021/22 (%) | Target (%) | | | | | | | | | | | | | | | | | | |
| | Quarter 1 | | 89% | 90% | 90% | | | | | | | | | | | | | | | | | | |
| Quarter 2 | 91% | 90% | 90% | | | | | | | | | | | | | | | | | | | | |
| Quarter 3 | 91% | 90% | 90% | | | | | | | | | | | | | | | | | | | | |
| Quarter 4 | 82% | 90% | 90% | | | | | | | | | | | | | | | | | | | | |
| (Q1 2020/21: 89% Q1 2019/20: 100%) | | | | | | | | | | | | | | | | | | | | | | | |
| On target? ✗ | | | | | | | | | | | | | | | | | | | | | | | |

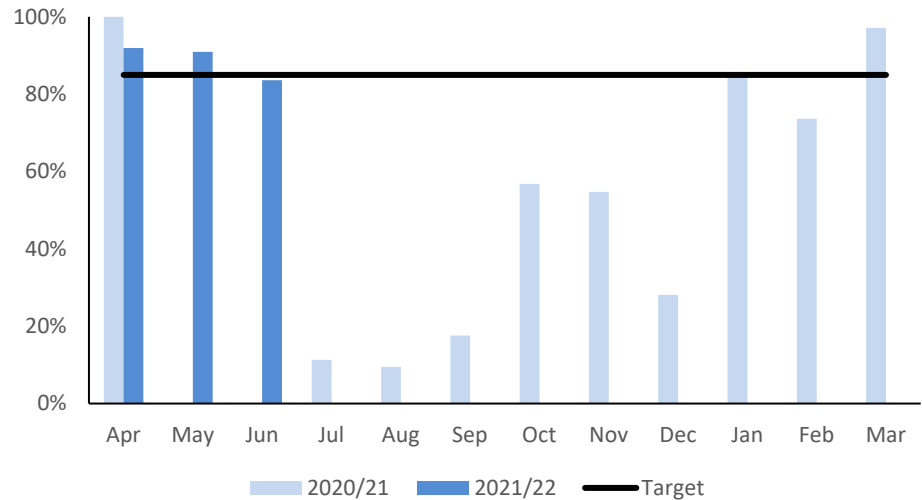

SS06: Proportion of food businesses that are broadly compliant or better with food safety legislation

| Service Standard | Rolling figure to end of Quarter 1 2021/22 | Performance by Quarter | Further Information |
|--|--|---|--|
| Our work with local food businesses should ensure that 96% are at least broadly compliant. | 98% |  <p>100% 75% 50%</p> <p>Quarter 1 Quarter 2 Quarter 3 Quarter 4</p> <p>2020/21 2021/22 Target</p> | Approximately 200 premises are usually inspected each quarter. All premises are usually inspected at least once every eighteen months. |
| | On target? | | |
| | ✓ | | |

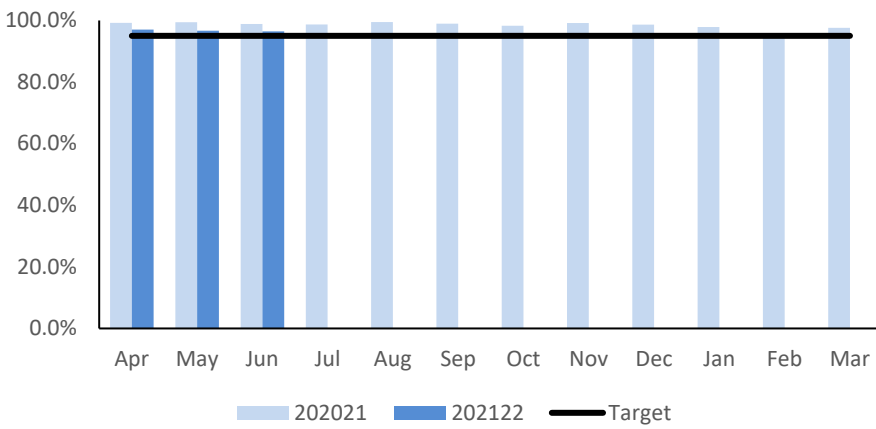
SS07: Proportion of non-contentious licence applications completed on time

| Service Standard | Quarter 1 2021/22 | Performance by Quarter | Further Information |
|---|--|---|---|
| 100% of non-contentious licence applications should be completed within 10 working days | 100% |  <p>100% 95% 90%</p> <p>Quarter 1 Quarter 2 Quarter 3 Quarter 4</p> <p>2020/21 2021/22 Target</p> | 193 out of 193 applications completed on time in Quarter 1. |
| | (Q1 2020/21: 100% Q1 2019/20: 100%) | | |
| | On target? | | |
| | ✓ | | |

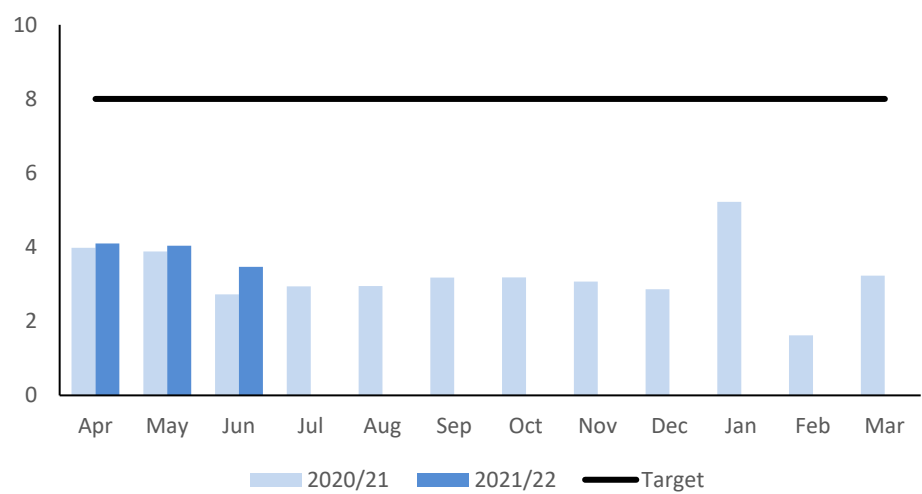
SS08: Proportion of official local authority searches completed on time

| Service Standard | Quarter 1 2021/22 | Performance by Month | Further Information |
|---|---|--|--|
| 85% of official local authority searches should be completed within 10 working days | 88.7% |  | 195 applications processed in the quarter. |
| | (Q1 2020/21: 90.9% Q1 2019/20: 95.6%) | | |
| | On target? | | |
| |  | | |

SS09: Proportion of new waste and recycling bins, bags and containers delivered on time (within 10 working days)

| Service Standard | Quarter 1 2021/22 | Performance by Month | Further Information |
|--------------------------------------|--|--|---------------------|
| 95% delivered within 10 working days | 96.0% |  <p>100.0% 80.0% 60.0% 40.0% 20.0% 0.0%</p> <p>Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar</p> <p>202021 202122 Target</p> | |
| | (Q1 2020/21: 99.1% Q1 2019/20: 95.4%) | | |
| | On target? | | |
| | ✓ | | |

SS10: Average number of working days to process benefit claimants' changes of personal details

| Service Standard | Quarter 1 2021/22 | Performance by Month | Further Information | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|--|---|---------------------|----------------|----------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--|
| Changes should be processed within 8 days | 3.8 days (Q1 2020/21: 3.6 days Q1 2019/20: 3.2 days) |  <table><tr><th>Month</th><th>2020/21 (days)</th><th>2021/22 (days)</th></tr><tr><td>Apr</td><td>4.0</td><td>4.1</td></tr><tr><td>May</td><td>3.9</td><td>4.0</td></tr><tr><td>Jun</td><td>2.7</td><td>3.4</td></tr><tr><td>Jul</td><td>2.9</td><td>2.9</td></tr><tr><td>Aug</td><td>2.9</td><td>2.9</td></tr><tr><td>Sep</td><td>3.1</td><td>3.1</td></tr><tr><td>Oct</td><td>3.1</td><td>3.1</td></tr><tr><td>Nov</td><td>3.0</td><td>3.0</td></tr><tr><td>Dec</td><td>2.8</td><td>2.8</td></tr><tr><td>Jan</td><td>5.2</td><td>5.2</td></tr><tr><td>Feb</td><td>1.6</td><td>1.6</td></tr><tr><td>Mar</td><td>3.2</td><td>3.2</td></tr></table> | Month | 2020/21 (days) | 2021/22 (days) | Apr | 4.0 | 4.1 | May | 3.9 | 4.0 | Jun | 2.7 | 3.4 | Jul | 2.9 | 2.9 | Aug | 2.9 | 2.9 | Sep | 3.1 | 3.1 | Oct | 3.1 | 3.1 | Nov | 3.0 | 3.0 | Dec | 2.8 | 2.8 | Jan | 5.2 | 5.2 | Feb | 1.6 | 1.6 | Mar | 3.2 | 3.2 | Over eight thousand changes were processed in Quarter 1. |
| | Month | | 2020/21 (days) | 2021/22 (days) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Apr | | 4.0 | 4.1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| May | 3.9 | 4.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jun | 2.7 | 3.4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jul | 2.9 | 2.9 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Aug | 2.9 | 2.9 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Sep | 3.1 | 3.1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Oct | 3.1 | 3.1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Nov | 3.0 | 3.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Dec | 2.8 | 2.8 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jan | 5.2 | 5.2 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Feb | 1.6 | 1.6 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Mar | 3.2 | 3.2 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| On target? | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| ✓ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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.

Throughout 2020/21, a link to the online service user satisfaction survey was available on the Council's website and promoted via social media. The following table is a summary of the results. When confidence levels for this year and last are taken into account, there is only one change from 2019/20 satisfaction levels. This is in relation to parks and open spaces. The results of the most recent Local Government Association (LGA) survey are also included and Carlisle is broadly in line with the national average. 2021/22. Results will be closely monitored through Quarter 2 and beyond to identify any emerging trends and longer term reductions in user satisfaction.

| Question | Sample size | Proportion who answered Very Satisfied/Satisfied for satisfaction questions or Improved/Stayed the Same for change questions | Confidence Interval at 95% Confidence Level | 2019/20 Performance | LGA Survey |
|--|--------------------|---|--|----------------------------|-------------------|
| Overall satisfaction with how well Carlisle City Council is running things | 343 | 72.6% | 5.3% | 71% | 68% |
| Satisfaction with Carlisle's street cleanliness | 340 | 73.2% | 5.3% | 68% | 68% |
| Perception of changes to customer's neighbourhood street cleanliness over last three years | 333 | 75.5% | 5.4% | 69% | N/A |
| Satisfaction with the Council's Waste and Recycling Collection Service | 320 | 76.4% | 5.5% | 84% | 80% |
| Perception of changes to the Waste and Recycling Service over the last three years | 319 | 77.8% | 5.5% | 85% | N/A |
| Satisfaction with the Council's parks and open spaces | 310 | 73.8% | 5.6% | 89% | 81% |

| | | | | | |
|--|-----|-------|------|-----|-----|
| Perception of changes to the parks and open spaces over the last three years | 309 | 73.5% | 5.6% | 84% | N/A |
| Satisfaction with the Council's leisure facilities | 302 | 61.8% | 5.6% | 62% | 61% |
| Perception of changes to the leisure facilities over the last three years | 300 | 63.0% | 5.7% | 65% | N/A |
| Satisfaction with Council-run events | 249 | 92.3% | 6.2% | 91% | N/A |
| Perception of changes to Council-run events over the last three years | 249 | 94.4% | 6.2% | 86% | N/A |
| Satisfaction with the Old Fire Station | N/A | N/A | N/A | 97% | N/A |

For 2021/22, the survey will be amended to allow further benchmarking with the LGA.

The Performance Reporting Task and Finish Group made recommendations relating to KPIs:

“Quarterly reports should be lighter, but end of year reports will still be the full report, including potential use of infographics and benchmarking where possible”

“Some KPIs that no longer fit the strategic priorities for the Panels should be removed once the Panels' workplans for the year have been developed”

The Panel's KPI changes are therefore proposed as follows:

| Code | Measure | Comments |
|---------------|---|---|
| CSe03 | Average weight (Kg) of domestic non-recycled waste collected per house | Changed to an annual measure and will be incorporated into Carlisle Plan Key Action 12 Developing the new Cumbria Waste Strategy |
| CSe05 | Proportion of all Carlisle waste recycled (including partners) | Now Service Standard SS03 |
| CSe08 | Litres of fuel used by Council fleet | Changed to an annual measure and will be incorporated into Carlisle Plan Key Action 10 Delivering the Local Environment (Climate Change) Strategy |
| CSe12b | Proportion of acts of offensive graffiti responded to in full within 1 working day | None reported for over three years so changed to annual reporting |
| CSe18 | Actual Old Fire Station (OFS) revenue as a percentage of OFS expenditure (including recharges). | OFS measures will recommence when the OFS reopens or as part of any future contract monitoring |
| CSe19 | Old Fire Station count of event attendees (direct count of ticket sales) | |

| | | |
|---------------|--|---|
| CSe26 | Proportion of allotment sites that are self-managed. | Changed to an annual measure and will be incorporated into Carlisle Plan Key Action 5: Delivering the Phase VII World Health Organisation Healthy City Plan |
| CSe27 | Proportion of allotment plots that are occupied. | |
| CSe29 | Percentage of play area safety inspection completed on time. | Changed to annual reporting |
| CSe32a | Number of high risk areas that are covered by a Community Emergency Plan | All high risk areas now covered by plans so these measures will no longer be reported on |
| CSe32b | Number of high risk areas that are covered by a Cumbria Resilience Forum Plan | |
| CSe36a | Social media reach: Facebook post reach - monthly average | Changed to annual reporting |
| CSe36b | Social media reach: Twitter post reach - monthly average | Changed to annual reporting |
| CSu02 | Proportion of customer "calls for service" logged in Salesforce completed on-line | Changed to annual reporting |
| ED02 | Building Control to process S80 demolition notices within six weeks (statutory duty) | Very low numbers so changed from quarterly to annual reporting |
| ED08 | Proportion of Tree Preservation Orders (TPO) confirmed within 6 months | Very low numbers so changed from quarterly to annual reporting |
| ED10 | Proportion of Tree Preservation Order applications determined within statutory period of 8 weeks | |
| FR06 | Proportion of debts recovered (sundry debtors) | Changed to annual reporting |
| GRS04 | Proportion of contested licence applications decided on within 50 working days. | Very low numbers so changed from quarterly to annual reporting |

The remaining KPIs are attached as a dashboard.

Section 3: Draft Carlisle Plan 2021-23 Actions

The new draft Carlisle Plan covers the period 2021 to 2023 and is currently being consulted on. The public consultation ended on 6 August. Results of this consultation were due be reported to Executive on 31 August and the final version of the Plan be recommended for adoption by Council. Many of the key actions have already started to be delivered and the table below provides a baseline position on the progress to date. Once the Plan has been formally adopted, the next steps will be to work up the project timelines and success measures.

| Key Action | Project Activity |
|--|--|
| 1 Delivering the Borderlands Inclusive Growth Deal | <p>Carlisle Railway Station</p> <ul style="list-style-type: none">• £20M Borderlands The Institute of Grocery Distribution (IGD) funding secured• County Council are leading on the delivery• Story Contracting & Eric Wright Civil Engineering -delivering the 1st phase of the project <p>Citadels</p> <ul style="list-style-type: none">• £50M Borderlands IGD funding approved in principle• Scheme for new university campus and business accelerator hub• City Council, County Council and University of Cumbria are working on the development of a full business case <p>Paton House</p> <ul style="list-style-type: none">• Clearance of site to enable redevelopment - Contractor procured and pre demolition works on site• Funding of £1.78m secured to deliver project <p>Place Programme – Longtown</p> <ul style="list-style-type: none">• Awaiting MHCLG approval of the Place Programme Business Case |

| Key Action | Project Activity |
|--|--|
| 2 Delivering St Cuthbert's Garden Village | <ul style="list-style-type: none"> • Masterplanning Framework -finalised in October 2020. • Strategic Design Supplementary Planning Document -adopted. • Carlisle Southern Link Road - project remains on track to be delivered by 2024. • Successful Development Corporation Bid - awarded £754K to build a business case to lead on longer term delivery of St Cuthbert's Garden Village. • Landscape Design competition has launched and it concludes in January 2022; the winner could be awarded the contract to deliver the project on site. |
| 3 Delivering the Future High Street Fund (FHSF), Towns Fund, Town Deal Accelerated Fund, and related regeneration projects | <p>Improve the vitality and viability of the city centre - Projects reviewed and cost profile revised to come within the funding envelope secured through FHSF (funding £9.1m)</p> <p>Repurposing 6-24 Castle Street - Officer team meeting regularly. Property Services preparing a tender specification for surveying the properties.</p> <p>Central Plaza -</p> <ul style="list-style-type: none"> • £4.7M funding secured from Future High Street Fund to support the redevelopment of the site. • Detailed site investigations are now underway. • Surveys will inform the redevelopment of the site. <p>Reimagining the Green Market / Market Square as Carlisle's events space - Collaboration agreement is being developed to outline project management responsibilities.</p> <p>Pedestrian enhancement of Devonshire Street - Preparation of a specification with Cumbria County Council for RIBA2 design work and costings.</p> |

| Key Action | Project Activity |
|--|--|
| 4 Building on success through new economic opportunities | Morton Retail & Employment Site - development of Morton retail district centre and employment site as part of Morton Masterplan - May 2021 - retailer engagement to review market interest and develop updated scheme and options paper |
| 5 Delivering the Phase VII World Health Organisation Healthy City Plan | <ul style="list-style-type: none"> • Space to Talk. Delivery of a collaborative project of Carlisle City Council, Give A Day to the City, Carlisle Network, Carlisle Health Care and Carlisle Vineyard Church to give people an opportunity to talk about the impact of the Pandemic. To date, the partnership has held approximately 35 sessions (outside of lockdown) in the City Centre, with 15 to 20 repeat visitors on average, plus up to 80 new people interacting per session. • Thriving Communities. A partnership project between Tullie House, Carlisle City Council, Cumbria Wildlife Trust, Carlisle Health Care, Prism Arts, North Cumbria Integrated Care Trust along with others to increase social connectedness. • Active Spaces. Encouraging physical activity and development through the provision of play and recreation facilities. Recent work includes a refurbishment of play facilities at Hammonds Pond, upgrading of Hunters Crescent, Garlands play area and a beginner's "pump" bike track at Dale End Field. • Carlisle Holidays and Activity Partnership (CHAP). Through the CHAP Carlisle City Council are supporting local community groups and third sector organisations to develop a coordinated and strategic approach to holiday provision across the City and District, both for summer 2021 and in the longer term • Holiday Activity Fund. The City Council sits on the steering group and decision panel of the Carlisle Holiday Activity Fund (HAF) (for summer activities for children and young people within the City and District during the summer of 2021). • Social Prescribing: |

| Key Action | Project Activity |
|------------|--|
| | <p data-bbox="640 240 1182 276">Physical Activity on Referral scheme –</p> <p data-bbox="544 327 2098 486">A group has formed from both the County and the City Councils alongside representatives from Acute Healthcare, North Cumbria Primary Care, CVS, Social Prescribers, Clinical Leaders and Active Cumbria. The partners are working together to look at what currently is being delivered and identify the gaps and how these could be met. The intention is to involve community groups and private providers to look at local provision.</p> <p data-bbox="640 537 976 572">Long Covid Pathways –</p> <p data-bbox="544 624 2040 700">The Healthy City Team are linking with a variety of external organisations and social prescribers to look at exercise on referral. This work will focus on bringing physical activity into our communities.</p> <ul data-bbox="544 751 2098 1348" style="list-style-type: none"> <li data-bbox="544 751 2098 831">• Restarting Walking for Health programme. These well-loved guided walks re-started on the 23rd of June with seven more planned over the summer. <li data-bbox="544 882 2098 1090">• Food Carlisle. Food Carlisle are working on a variety of community food growing projects. The aim of the project is to evaluate methods of soil restoration, demonstrate good practice as well as support people in need. The intention is for any surplus produce grown on the site to be donated to the various Affordable Food Hubs in Carlisle. There is a variety of fruit and veg being grown on these sites which will support the Food Hubs in providing a variety of healthy food. <li data-bbox="544 1141 2098 1217">• Sports Hardship fund. A joint project with Cumbria County Council to fund sport and physical activity clubs in need of support and to deliver projects to support communities coming as we come out of the pandemic <li data-bbox="544 1268 2098 1348">• Community Events. Delivery of Health and Wellbeing Fair in Bitts Park and Hawker Market in the City Centre. There have also been three outdoor theatre performances at Talkin Tarn Country Park. |

| Key Action | Project Activity |
|---|---|
| 6 Delivering The Sands Centre Redevelopment project | <p>In week 34 of 98 for the main works programme.</p> <ul style="list-style-type: none"> • The excavation for the foundations and swimming pools are complete. The concreting work for the swimming pools and building foundations are underway. The support structure for the pool spectator gallery and stairs are now in place. • The primary steel frame has been erected on the pool hall and the street areas. • The project is on track, but we are now encountering and trying to mitigate the effects of Covid-19 and Brexit on the workforce and supply chain. |
| 7 Support the delivery of partnership plans | <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 delivery of the Place Standard Programme has had to continue differently due to Covid. A progress and performance report was submitted to the National Lottery in July 2021 – within this a year's extension was requested. This has been granted and praise given to the report and progress given Covid.</p> <p>Develop and deliver an application to the National Lottery Fund to seek support for a project that will improve our ways of securing and delivering community funding programmes:</p> <p>The Carlisle Partnership is working with The National Lottery Fund to deliver a collaborative funding pilot to test a new approach to investing in our civil society. A cross sector focus group has been set up to take this project forward and has since submitted a funding proposal to the National Lottery Reaching Communities Fund. The proposal will be considered at the initial review panel on Wednesday 28th July 2021, with feedback on the outcome expected by Friday that same week. If successful the focus group will progress with a full application.</p> <p>Work with key partners to build on the work of the Carlisle Resilience Group and develop a stronger communities' network that can continue to support residents to participate in community action:</p> |

| Key Action | Project Activity |
|---|---|
| | <p>Work continues to support Community resilience across Carlisle and continues to be co-chaired by Cumbria County Council and Carlisle City Council, as we move in and out of response and recovery. We have worked to establish and align 4 subgroups linked to recovery work. A draft proposal for a new community's network is being developed that has been shared via LEADS. The network would build on the good joint council, partner and community relationships that have been developed throughout the pandemic.</p> |
| <p>8 Delivering the Homelessness Prevention and Rough Sleepers Strategy</p> | <p>Following publication in April 2021, a new strategic board and operational delivery group has been established to oversee the delivery of the strategic priorities and action plan. The strategic board will meet every 6 months; and the subgroup every 2 months.</p> |
| <p>9 Delivering the private sector housing standards to include a range of grants, advice, support and regulation</p> | <p>Housing and Pollution had 181 live disabled facilities grants (DFGs) to process on the 30th June 2021. 31 of these were approved between the 1st April and the 30th June and 36 were completed between the 1st April and 30 June 2021. Homelife had approved 131 discretionary DFGs and completed 63 in the first quarter period. The majority of housing and pollution DFGs are for stairlifts, level access showers and ramps. The majority of Homelife grants are for deep cleans to allow a person to return home, gas safety works and home insulation works.</p> <p>There have been 15 applications approved for the empty homes grants although none had been completed in the first quarter.</p> |
| <p>10 Delivering the Local Environment (Climate Change) Strategy</p> | <p>An update on the six month action plan has been to both Health & Wellbeing Scrutiny Panel and Economic Growth Scrutiny Panel. The strategy and action plan are currently undergoing an internal audit and the ongoing performance monitoring has been discussed at the Performance Reporting Task and Finish Group.</p> <p>The ZCCP Local Authority Coordinator is now preparing a weekly digest of climate change updates, which is being shared with all staff and Members through the CEO's email briefing.</p> |

| Key Action | Project Activity |
|---|---|
| | Neighbourhood Services have hosted supplier days from suppliers of electric vehicle charging points, for the Council's car parks and fleet depot. Progress continues with the Fleet Strategy with two electric bikes being prepared as pool bikes. |
| 11 Delivering the Green Spaces Strategy and supporting the delivery of the Local Cycling and Walking Infrastructure Plan (CWIP) | <ul style="list-style-type: none"> • Managing Green Space for Biodiversity. Work continues at The Swifts with our partner, Cumbria Wildlife Trust, to transform The Swifts into a site for urban nature with the meadow areas being sown over the summer the meadow areas are being sown. The Green Spaces and Grounds Maintenance teams are trialling areas for reduced grass cutting to encourage a more diverse habitat. • Fellfoot Forward at Talkin Tarn. Funding was obtained through Fellfoot Forward to bring environmental education back to the Tarn. Various education packs have been written linking into the key stages of the national curriculum. • Green Spaces Volunteers. The Green Spaces Volunteer team are back up and running after Covid-19 restrictions with sessions, consisting of small conservation tasks, every other week during the summer and weekly sessions over autumn and winter. • Cycling and Walking projects. The most recent project to appear on the ground will be a new shared path from the Sands Centre to the Memorial Bridge along the River Eden to help improve accessibility for all users. The project is on Carlisle City Council land and is being delivered by Cumbria County Council through their Environment Fund. The City Council is also hoping to work in partnership with Cumbria County Council to deliver the proposed Cycling and Walking Infrastructure Plan (C-WIP). |
| 12 Developing the new Cumbria Waste Strategy | This item is led by Cumbria County Council as the Waste Disposal Authority. Through the Cumbria Strategic Waste Partnership, a draft interim Joint Municipal Waste Management Strategy has been prepared and is currently being shared with each district council as part of the consultation. It is scheduled for consideration by JMT at its meeting on Monday 27 September 2021. Feedback from this consultation will be presented back to the Cumbria Strategic Waste Members Group later this year. |

| Key Action | Project Activity |
|---|--|
| | <p>The interim or transitional strategy is designed to bridge the gap from the current strategy which is now out of date to the development of a longer term strategy once there is more clarification over a number of key issues:</p> <ul style="list-style-type: none"> • Local Government Re-organisation • Changes arising from the Government's Resources and Waste Management Strategy: <ul style="list-style-type: none"> ○ Introduction of mandatory, weekly, separate food waste collections ○ The impact of Producer responsibility ○ Consistency in recycling collections ○ Introduction of Deposit Return Schemes <p>The detailed impact of these changes is not known at this time but could be significant. There are likely to be extra burdens on local authorities that Government has so far indicated that it will fund. There are also potential impacts in loss of revenue from recycling, possible changes to the recycling credits scheme, which of course would be impacted by LGR, as well as the need to introduce new services and possibly change other collection regimes. The presentation to JMT in September will cover all of these issues as well as the Interim Strategy.</p> <p>Food waste collections is already flagged as a risk given the costs of setting up and running this service. The other burdens and impacts of the Government's Waste Strategy will also be flagged as the detail becomes clearer.</p> |
| 13 Supporting the delivery of the Carlisle Cultural Framework | A draft framework has been presented to the culture group for discussion and the feedback from partners will help develop a final version. |



Carlisle City Council Performance Dashboard

Quarter 1 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 Q1 2021/22 | Performance Q1 2020/21 | Performance Q1 2019/20 (pre-Covid) | Trend | Target | Comments |
|------------|----------|---|------------------------|------------------------|------------------------------------|-------|-----------|--|
| ✓ | CSe04 | Revenue gained from household waste recycling collected | £ 219,682 | £ 155,154 | £ 122,083 | ↑ | £ 120,331 | |
| N/A | CSe10a | Number of Fixed Penalty Notices issued for fly tipping | 2 | 2 | 5 | → | Info only | |
| N/A | CSe10b | Number of Fixed Penalty Notices issued for littering | 33 | 3 | 20 | ↑ | Info only | Including 'Littering from a Vehicle' |
| N/A | CSe10c | Number of Fixed Penalty Notices issued for dog fouling | 2 | 0 | 0 | ↑ | Info only | |
| N/A | CSe10d | Number of Fixed Penalty Notices issued for abandoned vehicles | 0 | 0 | 0 | → | Info only | |
| N/A | CSe11a | Number of counts/reports of fly tipping | 307 | 195 | 114 | ↑ | Info only | |
| N/A | CSe11b | Number of counts/reports of littering | 51 | 5 | 16 | ↑ | Info only | |
| N/A | CSe11c | Number of counts/reports of dog fouling | 30 | 26 | 53 | ↑ | Info only | |
| N/A | CSe11d | Number of counts/reports of graffiti | 5 | 0 | 3 | ↑ | Info only | |
| N/A | CSe11e | Number of counts/reports of abandoned vehicles | 99 | 60 | 92 | ↑ | Info only | |
| ▲ | CSe12a | Proportion of acts of fly tipping responded to in full within 5 working days | 96.1% | 99.5% | 100% | ↓ | 100% | |
| ✓ | CSe12c | Proportion of abandoned vehicles initially investigated within 5 working days | 100% | 98.3% | 97.8% | ↑ | 100% | |
| ✗ | CSe14 | Actual car parking revenue as a percentage of car parking expenditure | 64.6% | 17.6% | 91.8% | ↑ | 92.6% | Revenue £134k under target |
| ✗ | CSe22 | Actual city centre revenue as a percentage of city centre expenditure | 55.1% | 49.8% | 56.9% | ↑ | 84.2% | Revenue £11k under target. |
| ✓ | CSe24 | Actual Bereavement Services revenue as a percentage of Bereavement Services expenditure | 157.4% | 190.8% | 140.9% | ↓ | 156.3% | |
| ✓ | CSe25 | Actual Talkin Tarn revenue as a percentage of Talkin Tarn expenditure | 127.8% | 10.3% | 101.7% | ↑ | 85.1% | |
| ✓ | CSu04 | Percentage of Council Tax collected | 28.9% | 28.2% | 29.1% | ↑ | 28.2% | |
| ✓ | CSu05 | Percentage of NNDR collected | 32.6% | 28.3% | 31.5% | ↑ | 28.3% | |
| ✓ | CSu06 | Proportion of direct social media messages on Facebook and Twitter responded to within 24 hours (work days) | 100% | 100% | 100% | → | 100% | |
| ▲ | CSu07 | Customer Services - Respond to customer emails within 48hrs | 88% | 98% | 95% | ↓ | 90% | Nearly 25% increase in volume of emails since corresponding quarter last year |
| N/A | CSu08 | Customer Services - Calls answered within 1 minute | N/A | N/A | N/A | N/A | 80% | Unable to measure in Q1 due to temporary telephony system in place while staff work from home. |
| N/A | CSu09 | Customer Services - visitors served within 10 minutes | N/A | N/A | N/A | N/A | 90% | Unable to measure in Q1 due to closure of Contact Centre during Covid-19 pandemic. |
| ✓ | ED03b | Building Control to decide 100% of all applications within the statutory period of 5 weeks or 2 calendar months (with the consent of the applicant) | 100% | 100% | 100% | → | 100% | |
| ✓ | ED05 | Proportion of major planning applications completed in 13 weeks or within agreed time extension | 66.7% | 100% | 91.0% | ↓ | 60% | |
| ✓ | ED06 | Proportion of minor planning applications completed in 8 weeks or within agreed time extension | 96.5% | 97.7% | 98.0% | ↓ | 80% | |
| ✓ | ED07 | Proportion of 'other' planning applications completed in 8 weeks or within agreed time extension | 89.4% | 100% | 99.0% | ↓ | 80% | |
| ✓ | ED11 | % of valid full plan applications determined or checked by Building Control within 5 working days | 35.0% | 58.1% | 26.0% | ↓ | 25% | |
| ✓ | ED12 | % of valid full plan applications determined or checked by Building Control within 15 working days | 100% | 100% | 100% | → | 95% | |
| ✓ | ED13 | % of site inspections carried out by Building Control on the date agreed | 99.6% | 99.1% | 99.4% | ↑ | 99% | |
| ✓ | FR01 | Actual net spend as a percentage of annual net budget. | 24.7% | 26.5% | 30.7% | ↑ | 27.5% | |
| ✓ | FR02 | Percentage of all invoices paid within 30 working days | 99.1% | 99.4% | 99.5% | ↓ | 98% | |
| ✗ | FR03 | Average number of working days lost due to sickness absence per FTE (full-time equivalent) employee. | 2.6 | 2.1 | 2.0 | ↓ | 2.1 | |
| ✓ | FR04 | Percentage of return to work interviews completed in five working days of returning to work. | 78% | 77% | 82% | ↑ | 77% | |



Carlisle City Council Performance Dashboard

Quarter 1 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 Q1 2021/22 | Performance Q1 2020/21 | Performance Q1 2019/20 (pre-Covid) | Trend | Target | Comments |
|------------|----------|--|------------------------|------------------------|------------------------------------|-------|--------|--|
| N/A | FR06 | Proportion of debts recovered (sundry debtors) | | 91% | 94.1% | N/A | N/A | Rolling 12 months to end of May 2021 |
| ▲ | FR07a | Internal Audit - Percentage of planned audit reviews (or approved amendments to the plan) completed in respect of the financial year - to DRAFT | 88% | 79% | N/A | ↑ | 90% | Below target due to vacancy (including additional recruitment, induction and training required), along with disruption caused by Covid-19 pandemic requiring some planned reviews to be delayed. |
| ▲ | FR07b | Internal Audit - Percentage of planned audit reviews (or approved amendments to the plan) completed in respect of the financial year | 88% | 68% | N/A | ↑ | 90% | Annual measure |
| ✗ | FR09 | Internal Audit - Percentage of draft internal reports issued by the agreed deadline or formally approved revised deadline agreed by Audit Manager and client | 59% | 63% | N/A | ↓ | 80% | Covid-19 delays (including vacancy and absence). Annual measure |
| ✓ | FR10 | Internal Audit - Percentage of final internal audit reports issued for Corporate Director comments within 8 working days of management response or closeout | 95% | 93% | N/A | ↑ | 90% | Annual measure |
| ✓ | FR11 | Internal Audit - Percentage of recommendations accepted by management | 100% | 95% | N/A | ↑ | 90% | Annual measure |
| ▲ | FR12 | Internal Audit - Percentage of individual reviews completed to required standard within target days | 58% | 62% | N/A | ↓ | 60% | Annual measure |
| ✓ | FR14 | Internal Audit - Percentage of customer satisfaction survey scoring the service as "good" | 100% | 100% | N/A | → | 90% | Annual measure |
| ✗ | FR15 | Internal Audit - Percentage of chargeable time | 69% | 83% | N/A | ↓ | 80% | Covid-19 delays and recruitment. Annual measure |
| ✗ | FR17 | Internal Audit – Proportion of audit recommendations implemented | 56% | 63% | N/A | ↓ | 80% | These are monitored on a regular basis by both the Audit team and Audit Cttee. Management responses/updates are received for all outstanding recommendations. Annual measure |
| ✓ | GRS05 | Proportion of Temporary Event Notices licences processed within 1 working day. | 100% | 100% | 100% | → | 100% | 21 applications in the quarter |
| ✓ | GRS06 | Proportion of public health service requests (pest control, noise, smells, house conditions) responded to within the target response times. | 91% | 93% | 87% | ↓ | 90% | |
| N/A | GRS10 | Proportion of food hygiene inspections completed as scheduled | N/A | 100% | 88% | N/A | 90% | The FSA inspection plan restarts on the 1st July |

EXCERPT FROM THE MINUTES OF THE BUSINESS AND TRANSFORMATION SCRUTINY PANEL HELD ON 26 AUGUST 2021

BTSP.68/21 QUARTER 1 PERFORMANCE REPORT 2021/22

The Policy and Communications Manager submitted the Quarter 1 2021/22 performance against the current Service Standards and a summary of the Carlisle Plan 2021-23 actions as defined in the draft Plan. Performance against the Panel's 2021/22 Key Performance Indicators (KPIs) were also included. (PC.33/21)

The Policy and Communications Manager highlighted the changes to the report as a result of the Performance Reporting Task and Finish Group and drew the Panel's attention to the summary of exceptions and the explanation for each missed target.

In considering the performance a Member noted that some of the targets had not been changed for some time and asked if work was carried out to assess the performance related to the targets. The Policy and Communications Manager reminded the Panel that some of the targets had been stretched in recent years and teams did meet to discuss targets and working practices. He suggested that the Panel may find it useful to identify some of the information in the individual targets.

RESOLVED -That the Panel had scrutinised the performance of the City Council with a view to seeking continuous improvement in how the Council delivers its priorities (PC.33/21).

Report to Executive

Item
A.7

Meeting Date: 27 September 2021
Portfolio: Finance, Governance & Resources Portfolio
Key Decision: No
Policy and Budget Framework: No
Public / Private: Public

Title: Amendment of Corporate Complaints and Feedback Policy
Report of: Town Clerk and Chief Executive
Report Number: CE.10/21

Purpose / Summary:

The Complaints and Feedback Policy is an important mechanism for residents to put forward feedback to improve our services. We have undertaken a review of the policy to improve the customer experience, better manage expectations and maximise internal efficiency when investigating and responding to complaints. Proposed amendments will highlight best practice and provide valuable feedback for service improvement.

Recommendations:

Recommendations are to approve the revised policy.

Tracking

| | |
|------------|--|
| Executive: | |
| Scrutiny: | |
| Council: | |

1. BACKGROUND

- 1.1** Since the outbreak of Covid-19, we have seen a significant increase in complaints, particularly for residential issues as people spend more time at home. In 2020/21 we investigated 49 Corporate complaints compared to 22 in 2019/20.
- 1.2** For over 20% of the 49 corporate complaints, we couldn't approach the substantive issue or reach an appropriate resolution through the corporate complaints process, for the following reasons:
 - 1.2.1** Planning Decisions – The Corporate Complaints process does not have the mechanism to overturn planning decisions. Complaints are processed on the accusation of an officer(s) acting outside of policy legislation. When investigations have found that this is not the case, the complaint then returns to the substantive issue of a disagreement of committee decisions. The correct way to challenge planning decisions is by judicial review.
 - 1.2.2** Adherence to Legislation or Policy – Where the council has taken any action required by any associated legislation council approved policy. Examples include enforcement action for Covid related offences or Council Tax charges. The Complaints Policy can gather feedback and disseminate it accordingly, but in instances where officers cannot act in any other way, processing comments as a corporate complaint has no benefit to either party.
- 1.3** Under the current policy, complainants can escalate their complaint without justification. There is no trigger within the policy to challenge this. Whilst it is crucial that any complaint is properly investigated with any improvements identified and actioned, in instances where we cannot resolve the substantive issue, as evidenced above, continued escalation serves no purpose. Responses at each stage draw the same conclusion which causes additional frustration to the complainant.
- 1.4** The proposed amendments are in line with feedback we have received from the Local Government Ombudsman. Our Annual Review Letter stated that the Ombudsman received four complaints after passing through our Corporate Complaints Policy. Only one of these complaints had an initial investigation opened, which was quickly closed, ruling in our favour. The remaining three complaints were not investigated. The Ombudsman concluded, for each complaint, that the complaints did not merit further investigation and stated specifically that, "It would not be a good use of public resources to investigate".
- 1.5** The proposed amendments to the Feedback and Complaints Policy will ensure that our resources are used more efficiently when investigating and implementing improvements. Customers will have access to a policy that is more defined which will control expectations of the resolutions we can offer. Proposals

will also provide the council with more accurate data on where to commit resource for improvements in the long term.

2. PROPOSALS

- 2.1 Amended Acknowledgements** will provide customers with clear advice, including:
 - 2.1.1** Complainants will be provided with timescales and a copy of the Feedback and Complaints Policy to reference throughout the process.
 - 2.1.2** In instances where comments fall outside the scope of the Corporate Complaints process because other, more appropriate, appeals pathways exist, the appeals pathways will be provided.
 - 2.1.3** In instances where comments fall outside the scope of the Corporate Complaints Policy because we cannot approach the substantive issue (See 1.2.1 & 1.2.2), the customer will receive an informal response within 15 working days.
 - 2.1.4** In either case of 2.1.2 or 2.1.3, somebody needs to be authorised to take the decision that the comments fall outside the scope of the Complaints process. It is suggested that the Leader's Scheme of Delegation already delegates responsibility for management of the Council's customer services to the Town Clerk and Chief Executive. This responsibility falls within that delegation and can be sub-delegated by the TCCE to another officer or group.
- 2.2 Informal Responses** are a new addition to the policy. This will provide the complainant with a full response as to why we cannot approach the substantive issue and describe any actions we can take. It is understood that despite not being able to resolve the issue, the customer may still be frustrated. We will demonstrate that we take all feedback seriously and will take the time to listen. Informal responses cannot be escalated unless any investigating officer finds the council is at fault. In this instance comments will progress through the Corporate Complaints process.
- 2.3 Complaint Escalation** has been amended to give the council more control of the complaint handling process. Complainants will be asked to give reasons for complaint escalation. These may be to challenge any perceived inaccuracy or omission from previous complaint responses. Should any investigation find the council was not at fault, or no further practicable action can be taken, we can justifiably stop the complaint escalating and choose not to investigate further. This is in line with the Local Government Ombudsman processes (see 1.4).
- 2.4 Stage 4** of the Corporate Complaints Process has been removed. In the current policy, stage 4 signposts complainants to the Local Government Ombudsman.

Justifiably halting complaint escalation still gives the customer the option of progressing their complaint to the Local Government Ombudsman, but the complaint may not have progressed through all stages of our Corporate Complaints Process.

3. RISKS

- 3.1** No significant risks have been identified

4. CONSULTATION

- 4.1** Service Managers have been consulted and offered comments on the proposed amendments
- 4.2** Committee Services have been consulted and provided comments
- 4.3** Information Governance have been consulted and offered comments
- 4.4** Amendments were written in collaboration with Legal Services
- 4.5** Proposals have been approved by SMT

5. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 5.1** A defined Corporate Complaints and Feedback Policy will control customer expectation and improve the customer experience
- 5.2** More control of the Corporate Complaints Process represents efficient use of public resource
- 5.3** Customers are signposted to appropriate appeals processes more efficiently
- 5.4** Protection for officers from unwarranted accusations, both personal and professional
- 5.5** Improved data for ongoing performance improvement

6. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- 6.1** Upholds the Councils values of being Clear, Committed and Confident

Contact Officer: Matthew Ward

**Ext: 07917645850 /
7214**

Note: in compliance with section 100d of the Local Government Act 1972 the report has been prepared in part from the following papers:

- **None**

CORPORATE IMPLICATIONS:

LEGAL – The Council is required to set out how it will deal with complaints and feedback from customers and stakeholders. This report attaches the proposed amended procedure that will be followed and sets out the reasons for those amendments. Given the importance of customer relations, it was considered that this should be considered by the Executive before adoption.

PROPERTY SERVICES – No Property Services Implications

FINANCE – There are no explicit financial implications as a result of the changes to the Complaints and Feedback Policy that cannot be accommodated within base budgets.

EQUALITY – None

INFORMATION GOVERNANCE – It is acknowledged that the Policy refers to the handling of data protection and freedom of information concerns, and this is supported to ensure customers are aware of the appropriate channels available to them to resolve associated issues.

Corporate Complaints and Feedback Policy

METADATA

| | |
|---------------------|--|
| Audience | Carlisle City Council and Residents |
| Creator | Customer Services |
| Date to be Issued | |
| Date of Next Review | |
| Description | The document details how the City Council deals with complaints, compliments and general customer feedback |
| Disposal | N/A |
| Format | MS Word 2010 |
| Version | 1.2 |
| Supersedes Version | 1.1 |
| Title | Complaints and Feedback Policy |

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1 Introduction

- 1.1 Carlisle City Council (the Council) values feedback about its services and recognises the right of all its customers to complain, compliment or make suggestions about any Council activity or service. Stakeholders include local residents and businesses, visitors, suppliers of services, community groups and any other group or individual that uses or is affected by its services. The Council is committed to ensuring that it uses customer feedback to help improve services and to focus on the needs of its customers.
- 1.2 The Council is committed to ensuring that all people are given full and equal access to this policy and its services. This policy can therefore be made available upon request in Braille, large print, community languages, on audio or pictorially.

2. Corporate Complaints

- 2.1 The Corporate Complaints policy is in place to investigate an expression of dissatisfaction about the standards of service, officer conduct or breach of council process or legislation
- 2.2 The Corporate Complaints policy cannot rectify or overturn any dissatisfaction with any Council decisions where an alternative route of appeal or resolution exists. In particular:
- 2.2.1 Any complaints concerning decisions of the Development Control Committee (or delegated decisions taken by Officers) or technical queries regarding planning legislation must be pursued through the statutory Appeals process or Judicial Review process. The Corporate Complaints Policy cannot be used to investigate technical planning matters or legislation;

- 2.2.2 Any objections concerning decisions of the Licensing Committee or Regulatory Panel (or delegated decisions taken by Officers) must be pursued through the statutory appeals process. The Corporate Complaints Policy cannot be used to challenge technical licensing matters or legislation;
- 2.2.3 Any objections to the instigation of enforcement action (for example, the issue of enforcement notices, prohibition notices, etc) may only be challenged using the appropriate statutory legal procedure for the type of enforcement action;
- 2.2.4 Any appeal against a charge for Council Tax or Business Rates must be pursued using the appropriate statutory procedure; and
- 2.2.5 Any complaint about an Elected Member must be dealt with using the separate procedure within the Members' Code of Conduct.
- 2.2.6 Correspondence in relation to Data Protection concerns will be treated as a Stage 1 Response (See section 8) and thereafter signposted to the Information Commissioners Office (ICO) as the appropriate appeals pathway.
- 2.2.7 Freedom of Information (FOI) and Environmental Information Requests (EIR) will be handled through the council's internal review process.

This list is not exhaustive. Where a separate route of challenge or appeal exists, the Corporate Complaints policy may not be used.

- 2.3 Correspondence which does not fall within the Scope of this Corporate Complaints Policy will be directed to the relevant department which will either provide an Informal Response (see section 7) or advise the complainant of the appropriate appeals process

3. Aims of this Policy

3.1 The aim of this policy is to facilitate the best possible professional practice by the Council and deliver excellent customer service. Specifically, it aims to:

- 3.1.1 Record all complaints, compliments, and suggestions to help the Council analyse customer feedback and inform future service planning and delivery.
- 3.1.2 Encourage easy access to the customer feedback process
- 3.1.3 Use plain language in all communications
- 3.1.4 Monitor the progress of ongoing complaints to make sure customers receive a response in time.
- 3.1.5 Keep customers informed when a full response cannot be sent in time
- 3.1.6 Conform to the principles of natural justice and treat all customers with dignity and respect.
- 3.1.7 Apologise when we have done something wrong and explain how we will resolve the issue and avoid similar occurrences in future
- 3.1.8 Explain where we have not done something wrong, to avoid misunderstandings.

4. Definitions

4.1 The following terms are used in this document:

| | |
|---------------------|--|
| Corporate Complaint | An expression of dissatisfaction about the standards of service, officer conduct or breach of council process or legislation |
| Compliment | An expression of praise or congratulations (for the Council or its staff) that goes beyond positive recognition |
| General Feedback | A comment or suggestion, positive or negative, which does not constitute a |

| | |
|--------------------------|--|
| | complaint but relates to the services provided by the Council |
| Informal Resolution | A means of responding to general feedback and to correspondence which do not fall within the Corporate Complaints Policy |
| Member or Elected Member | A Councillor for Carlisle City Council, elected to hold office by the residents of Carlisle |
| Officer | An employee, agency worker or volunteer for Carlisle City Council |

5. Registering a Complaint

5.1 All complaints must be put forward in writing to ensure complainants can fully describe their issues and to avoid any misunderstanding over the nature of the complaint. For this reason, we do not accept Corporate Complaints over the telephone. Complaints may be forwarded to the complaints department from internal departments.

5.2 Should you require assistance in submitting a complaint you can visit our contact centre in person and one of our advisors will help you submit your complaint. Help is also available from Citizens Advice (Carlisle & Eden) who can be contacted by:

5.2.1 Telephone – 0808 278 7844

5.2.2 Web Form - <http://www.cac-e.org.uk/make-a-referral/>

5.2.3 In Person – 4th Floor, Broadacre House, 16-20 Lowther Street, Carlisle, CA3 8DA

5.3 Complaints should be submitted in any of the following ways:

5.3.1 Email – complaints@carlisle.gov.uk

5.3.2 Web Form – <https://www.carlisle.gov.uk/Council/More-about-the-council/Corporate-Complaints>

5.3.3 Post – Corporate Complaints, Carlisle City Council. Civic Centre, Carlisle, CA3 8QG

5.4 The Council may not investigate complaints when the issue took place more than 6 months before the receipt of the complaint, specifically in instances where:

- 5.4.1 Complaints of service failures, where due to the time elapsed, we cannot appropriately investigate or form a definitive conclusion
- 5.4.2 The complaint has already been investigated and there is no new evidence to warrant further investigation
- 5.4.3 The complainant cannot provide evidence of historic service failures

6. Responding to a Complaint

- 6.1 Upon receipt of a Complaint, we will provide the complainant with an acknowledgement within the timescale set out in the table at section 13.
- 6.2 Complaints submitted by Online Form or Email will be responded to using the email address provided by the complainant. Complaints submitted by post will be responded to by letter to the address provided by the complainant unless a valid email address has been provided therein.
- 6.3 The Council cannot respond to correspondence that does not have appropriate contact details.
- 6.4 The acknowledgement will provide the complainant with:
 - 6.4.1 Confirmation that comments will be treated as a Corporate Complaint, what stage your complaint is being investigated and if the complainant will receive an Informal Response (see section 7);
 - 6.4.2 The officer or department that will be investigating the complaint;
 - 6.4.3 Timescales of when the complainant will receive a response;
 - 6.4.4 A copy of the Corporate Complaints and Feedback Policy.

7. Informal Response to Correspondence

- 7.1 Where correspondence does not constitute a Corporate Complaint, the customer will receive an Informal Response. Informal responses are provided by the relevant department.

7.2 If the complaint does not constitute a Corporate Complaint because another route of appeal or challenge exists, the complainant will be advised of the existence of that procedure within 5 working days.

7.3 Where 7.2 does not apply, the department should carry out a full review of the correspondence. Where it is found that the Council would not act any differently should the same, or similar, circumstances arise again, either because of our statutory duties to carry out council functions or legislative requirements that the council must uphold, or, for reasons outlined in Section 2, this will be fully explained to the customer.

7.4 Informal Responses aim to provide assurance that the circumstances giving rise to dissatisfaction have been fully investigated. Any correspondence treated as an informal Response cannot be escalated.

7.5 If the customer remains dissatisfied, they can submit a complaint to the Local Government Ombudsman (see section 8.8).

8. The Corporate Complaints Process

8.1 Where a complaint has been acknowledged to be a Corporate Complaint, the appropriate officer of the relevant department will carry out a full review of the complaint and provide a Stage 1 response. The response will explain the decision which the investigating officer has reached, and the reasons for reaching that decision.

8.2 Investigation into the complaint at this stage will usually be conducted by an officer or relevant service manager of the department. In instances where the complainant has already received a response from the officer or service manager, before a corporate complaint was submitted, or, if the complaint is specific to the officer or service manager, the Council may select another relevant officer to respond. Complainants will be notified who will be investigating their complaint at the acknowledgement stage.

8.3 If the complainant is dissatisfied by the Stage 1 response, they may request that the complaint be escalated (see section 9).

- 8.4 At Stage 2 the complaint will be reviewed again. This will involve a review of the circumstances alleged by the complainant and will also take into consideration the Stage 1 decision. A response will be provided to the complainant setting out the Stage 2 decision and providing reasons for the decision.
- 8.5 The Stage 2 review will usually be carried out by the Service Manager or Corporate Director responsible for the relevant department. In instances where the Service Manager or Corporate Director carried out the Stage 1 review, the Council will select another officer to respond. Complainants will be notified who will be investigating their complaint at the escalation stage.
- 8.6 If the complainant remains dissatisfied after receiving the Stage 2 response, they may request that it be escalated to Stage 3. The complaint is required to provide further detail as to why they wish the complaint to be escalated. For guidance, refer to section 9.
- 8.7 Stage 3 of the Corporate Complaints process involves a hearing before one of the Council's Appeals Panels. The Appeals Panel is a formal committee of the Council, comprising Elected Members. Complainants will be asked to attend a meeting of the Appeals Panel on a mutually agreed date. Complainants may nominate a person to attend on their behalf. Should the complainant be unable to attend, the panel will take place in their absence. The complaint, the Stage 1 and 2 responses and any relevant supporting material will be collated and submitted to the members of the Appeals Panel in advance of the meeting. The Appeals Panel will consider this information and will hear from the complainant (should they attend) and relevant officers, before reaching a decision. The complainant will be notified of the decision in writing within 15 working days of the conclusion of the hearing.
- 8.8 If a complainant remains unsatisfied with the Council's response following a complaint passing through the Corporate Complaint Process, they can contact the Local Government Ombudsman (LGO) who are an independent body that considers both sides and makes a judgment, which will be reported to all parties. The LGO can be contacted at:
- 8.8.1 Local Government Ombudsman, PO Box 4771, Coventry, CV4 0EH
 - 8.8.2 Online - <https://complaints.lgo.org.uk/>
 - 8.8.3 Telephone - 0300 061 0614

9. Complaint Escalation

- 9.1 If a complainant is unsatisfied with a Stage 1 or Stage 2 response, they have a right to request that their complaint be escalated to the next stage of the Corporate Complaints Process. The request to escalate a complaint must be received by the Council within 28 days of the Council's response.
- 9.2 To escalate a complaint, the complaint must provide the following information to ensure the next investigating officer can appropriately carry out an investigation.
- 9.2.1 What part of the complaint response was unsatisfactory; and/or
 - 9.2.2 Highlight where an issue or point within a complaint has not been addressed appropriately; and/or
 - 9.2.3 Any part of the response that is factually incorrect
- 9.3 The Council must consider the time and resource of responding to Corporate Complaints and can decide not to escalate a complaint in the following circumstances:
- 9.3.1 Where it is deemed that a response has already fully investigated all points of a Corporate Complaint and either the Council is not at fault or an apology has been provided and no further action can be practicably taken;
 - 9.3.2 Where the Council does not have the power or influence to rectify the substantive issue; or
 - 9.3.3 Where additional points have been continually raised throughout the complaints process that detract from resolving the substantive issue
- 9.4 Before taking a decision not to escalate a complaint, the Council will consider any information provided by the complainant in the request to escalate and will balance this against the time and resource allocation which are likely to be incurred by the Council in dealing with the complaint. A decision not to escalate the complaint will not prevent the complainant contacting the Local Government Ombudsman (see section 8.8).

10. Compliments

- 10.1 Where a compliment is received from a stakeholder, congratulations on excellent service will be given to the individual employees by the appropriate manager or Director.

11.General Feedback

- 11.1 The Council will log details of the customer's feedback and write an Informal Response to the customer within fifteen working days detailing how we will approach the feedback given and any resulting actions.

12.Complaints about Contractors

- 12.1 The Council requires any contractor providing services on its behalf to comply with this policy. They will therefore respond to customer complaints within the same timescale, provide the Council with information when required to do so, and assist the Council with complaint investigations as appropriate.

13. Timescales

- 13.1 The below table sets out the timescales applicable throughout the Corporate Complaint Process

| Action | Timescale | Responsibility |
|--|--|----------------|
| Complainant to receive an acknowledgement | Within 5 Working days from receipt of complaint | Council |
| Receive an informal response (if applicable) | Within 15 Working days from receipt complaint (NB any advice regarding statutory routes of appeal or challenge to be provided within 5 working days) | Council |
| Stage 1 Response | Within 15 Working days from receipt of complaint | Council |

| | | |
|---|--|-----------------------|
| Request to Escalate to Stage 2 (See Complaint Escalation for Guidance) | Within 28 Days from date on the Stage 1 response | Complainant |
| Outcome of the Escalation Request | Within 5 working days of the escalation request | Council |
| Stage 2 Response | Within 15 Working Days of the Escalation Request | Council |
| Request to Escalate to Stage 3 (See Complaint Escalation for Guidance) | Within 28 Days from date on the Stage 2 response | Complainant |
| Outcome of Escalation Request | Within 5 working days of the escalation request | Council |
| Confirmation of Appeals Panel Date | Mutually Agreed | Council / Complainant |
| Outcome of Appeals Panel | Within 15 Working Days of Panel Date | Council |

12.2 Where a complaint is complex, we may need more time to fully investigate and appropriately respond. If this is the case, the complainant will be notified of amended timescales.

13. Unreasonable or Persistent Complainants

13.1 Occasionally stakeholders misuse the Corporate Complaints Process. In such cases the Council has a duty to ensure it does not misuse public money by pursuing unreasonable or unreasonably persistent complainants. It also has a duty to protect its staff and Members from unacceptable behaviour and harassment.

13.2 If a manager therefore considers that a complainant is being unreasonable or unacceptable in their complaint(s) or action(s), the matter will be referred to the Senior Management Team who may decide to limit the individual(s) personal contact, either by telephone or in person, with officers, or Council premises. Such a decision will only be taken after a thorough investigation and the complainant will be informed of the decision and the reason(s) for it in line with the Council's Unreasonable or Persistent Complaints policy. Sanctions on contact are a last resort so an appropriate warning may be issued before any action is taken.

14. Monitoring

14.1 This policy may be revised at intervals to be determined by the Council in light of changing needs or when feedback is received from the LGO.

14.2 Complaints will be monitored, when possible, from an equalities viewpoint to ensure no group or individuals are inadvertently receiving a sub-standard service.

15. Links with Other Policies and Procedures

- Codes of Conduct for Employees and Elected Members
- Confidential Reporting Policy
- Data Protection Policy
- Disciplinary Policy, Guidance and Procedures
- Encouraging Mutual Dignity and Respect Policy
- Equal Opportunities and Diversity guidance
- Grievance Procedure
- Health & Safety Policy
- Procurement and Commissioning Strategy
- Comprehensive Equality Scheme
- Unreasonable or Persistent Complaints Policy

