

# AGENDA

## Health & Wellbeing Scrutiny Panel

Thursday, 08 October 2020 AT 10:00

**This meeting will be a virtual meeting and therefore will not take place in a physical location.**

### **Virtual Meeting - Link to View**

This meeting will be a virtual meeting using Microsoft Teams and therefore will not take place at a physical location following guidelines set out in Section 78 of the Coronavirus Act 2020.

[To view the meeting online click this link](#)

### **Members of the Health & Wellbeing Scrutiny Panel**

Councillor Paton (Chair), Councillors Dr Davison, Mrs Ellis-Williams, Mrs Finlayson (Vice-Chair), Mrs McKerrell, McNulty, Tarbitt, Miss Whalen.

Substitutes:

Alcroft, Atkinson, Bainbridge, Birks, Betton, Bomford, Mrs Bowman, Brown, Collier, Mrs Glendinning, Glover, Ms Patrick, Meller, Mitchelson, Morton, Robson, Rodgerson, Miss Sherriff, Shepherd, Southward, Dr Tickner, and Tinnion.

## **PART A**

### **To be considered when the Public and Press are present**

#### **Register of Attendance and Declarations of Interest**

A roll call of persons in attendance will be taken and Members are invited to declare any disclosable pecuniary interests, other registrable interests and any interests, relating to any item on the agenda at this stage.

#### **Apologies for Absence**

To receive apologies for absence and notification of substitutions

#### **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.

#### **Minutes of Previous Meetings**

**7 - 18**

To note that Council, at its meeting of 8 September 2020, received and adopted the minutes of the Health and Wellbeing Scrutiny Panel held on 16 July 2020. The Chair will sign the minutes at the first practicable opportunity. [Copy minutes in Minute Book 47(2)].

The Chair will move the minutes of the meetings held on 27 August 2020 and 17 September 2020 (Special) as a correct record. The only part of the minutes that may be discussed is their accuracy. (Copy minutes herewith).

#### **A.1 CALL-IN OF DECISIONS**

To consider any matter which has been the subject of call-in.

**A.2 HOUSING GRANTS AND SUPPORTING HOSPITALS** **19 -  
26**

Portfolio: Communities, Health and Wellbeing  
Directorate: Governance and Regulatory Services  
Officer: Scott Burns, Regulatory Services Manager  
Report: GD.47/20 herewith

**Background:**

The Corporate Director of Governance and Regulatory Services to submit a report informing the Panel of the activities taking place to meet the Council's commitment to use discretionary housing grants to assist the elderly, disabled or other vulnerable groups: to live independently; to improve their living conditions and well-being, and promote opportunities to return home after hospital attendance.

**Why is this item on the agenda?**

The Panel requested the matter at their meeting on 11 June 2020 (HWSP.27/20)

**What is the Panel being asked to do?**

Discuss the content of the report and make recommendations, as appropriate.

**A.3 CYCLING WALKING INFRASTRUCTURE PLANS (CWIPS)** **27 -  
34**

Portfolio: Culture, Heritage and Leisure  
Directorate: Community Services  
Officer: Darren Crossley, Deputy Chief Executive  
Report: CS.27/20 herewith

**Background:**

The Deputy Chief Executive to submit an update on progress with a Local Cycling and Walking Infrastructure Plan (L-CWIP) for Carlisle.

**Why is this item on the agenda?**

The Panel requested the matter at their meeting on 11 June 2020 (HWSP.26/20)

**What is the Panel being asked to do?**

That the contents of the report are noted.

**A.4 EMERGENCY PLANNING AND EVOLVING APPROACH TO COMMUNITY  
ENGAGEMENT AND CLIMATE CHANGE** **35 -  
46**

Portfolio: Leader  
Directorate: Community Services

Officer: Steven O'Keeffe, Policy and Communications Manager  
Emma Dixon, Partnership Manager  
Abigail Roberts, Funding and Development Officer  
Report: PC.25/20 herewith

**Background:**

The Deputy Chief Executive to submit an overview of the ongoing Covid-19 Pandemic response and recovery, with an emphasis on the evolving approach to community engagement and climate change.

**Why is this item on the agenda?**

The Panel requested the matter at their meeting on 9 January 2020 (HWSP.06/20). Update information and climate data was requested by the Panel at their meeting on 16 July 2020 (HWSP 34/20).

**What is the Panel being asked to do?**

The Panel is asked to consider, comment on and scrutinise the report.

**A.5 CORPORATE PEER CHALLENGE - FOCUS ON SCRUTINY**

**47 -  
68**

Portfolio: Cross Cutting  
Directorate: Cross Cutting  
Officer: Darren Crossley, Deputy Chief Executive  
Rowan Jones, Overview and Scrutiny Officer  
Report: OS.21/20 herewith

**Background:**

The Deputy Chief Executive to submit a report highlighting the key findings from the Corporate Peer Challenge with regard to scrutiny activity and outlining the steps that have been taken so far to respond to these findings.

**Why is this item on the agenda?**

The Panel requested the matter at their meeting on 11 June 2020 (HWSP.28/20).

**What is the Panel being asked to do?**

Consider and agree a list of strategic priorities for Health and Wellbeing Scrutiny Panel.

Consider initial steps taken, in the context of comments in the Corporate Peer Challenge and comment or make further recommendations.

**A.6 OVERVIEW REPORT**

**69 -  
74**

Portfolio: Cross Cutting  
Directorate: Cross Cutting

Officer: Rowan Jones, Overview and Scrutiny Officer  
Report: OS.22/20 herewith

**Background:**

To consider a report providing an overview of matters related to the work of the Health and Wellbeing Scrutiny Panel.

**Why is this item on the agenda?**The Health and Wellbeing Scrutiny Panel operates within a Work Programme which is set for the 2020/21 municipal year. The Programme is reviewed at every meeting so that it can be adjusted to reflect the wishes of the Panel and take into account items relevant to this Panel in the latest Notice of Executive Key Decisions.

**What is the Panel being asked to do?**

Note the items (within Panel remit) on the most recent Notice of Executive Key Decisions

Discuss the Work Programme and prioritise as necessary

**PART B**

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

- NIL -

Enquiries, requests for reports, background papers etc to:

Rachel Plant, Democratic Services Officer - [rachel.plant@carlisle.gov.uk](mailto:rachel.plant@carlisle.gov.uk)



**HEALTH AND WELLBEING SCRUTINY PANEL**

**THURSDAY 27 AUGUST 2020 AT 10.00AM**

**PRESENT:** Councillor Paton (until 12:15pm, Chair), Councillors Mrs Atkinson, Bainbridge (as substitute for Councillor McKerrell), Dr. Davison, Mrs Finlayson, Tarbitt and Miss Whalen.

**ALSO**

**PRESENT:** Councillor Ellis, Deputy Leader and Finance, Governance and Resources Portfolio Holder  
Councillor Higgs, Culture, Heritage and Leisure Portfolio Holder  
Councillor E Mallinson, Communities, Health and Wellbeing Portfolio Holder

**OFFICERS:** Deputy Chief Executive  
Health and Wellbeing Manager  
Policy and Communications Manager  
Mr Bestford – Head of Service, Greenwich Leisure Limited  
Mr Rice – Partnership Manager, Greenwich Leisure Limited  
Overview and Scrutiny Officer

**HWSP.37/20 APOLOGIES FOR ABSENCE**

An apology for absence was submitted on behalf of Councillor McKerrell.

**HWSP.38/20 DECLARATIONS OF INTEREST**

There were no declarations of interest submitted.

**HWSP.39/20 PUBLIC AND PRESS**

It was agreed that the items of business within Part A be dealt with in public and Part B be dealt with in private.

**HWSP.40/20 MINUTES OF PREVIOUS MEETINGS**

**RESOLVED** – That the minutes of the meeting held on 16 July 2020 be approved.

**HWSP.41/20 CALL IN OF DECISIONS**

There were no items which had been the subject of call-in.

**HWSP.42/20 GREENWICH LEISURE LIMITED UPDATE**

The Health and Wellbeing Manager submitted report CS.20/20 which set out the annual performance and operations update for 2019 in respect of the Carlisle City Council Leisure Contract. It was noted that the report, which had been due to be submitted to the April 2020 meeting of the Panel (the meeting had been cancelled due to Covid 19 restrictions), also information relating to the GLL's response to the Covid.

The Health and Wellbeing Manager introduced Mr Bestford, Head of Service at GLL and Mr Rice, Partnership Manager at GLL.

Mr Bestford and Mr Rice delivered a presentation covering: Contract Overview; Key headlines; The Four Pillars; Covid response and Covid recovery, copies of which had been included in the previously circulated agenda document pack.

In considering the report Members raised the following comments and questions:

- The Summer Delivery Programme with Parish Councils had been very useful, a Member expressed surprise that take up had been so low, he asked what measures could be taken to increase the level of participation.

Mr Rice advised that Parish Councils were contacted well in advance of the programme, but that he would look at identifying other ways to increase take up.

- A Member requested an update on the vandalism which had occurred at the Morton Pools site.

Mr Rice responded that a number of incidents had occurred towards the end of 2019, but that it had subsequently tailed off with only a single instance during the lockdown period.

- The report referred to the number of athletes who had participated in the GLL Sports Foundation in 2019, a Member asked whether the figure contained in the report related to Carlisle or Cumbria.

Mr Rice confirmed that the 22 athletes referenced in the report were in the Carlisle District, however, the programme was operated on a wider basis across Cumbria.

- What contingency plans were in place to recoup the monies lost on events cancelled as a result of Covid 19?

Of the events scheduled to take place in the final quarter of 2020, all but two had been transferred into 2021: 221 events were now planned for 2021. Mr Rice noted that whilst events would go ahead the visitor capacity was reduced from 1,400 to 400 as a result of current social distancing measures. Government grants were available from the Arts Council to help organisations minimise the financial impact of event cancellations and restricted capacity. GLL had lately submitted an application for such a grant to the value of £167,000 to underwrite its event costs and shortfalls for the period September 2020 – March 2021. It was hoped that by March 2021 the current social distancing measures may be relaxed, thereby allowing the numbers permitted to attend events to increase.

- A Member thanked GLL for its Summer Scheme work, which he felt had been especially important in 2020, he asked whether it was expected that scheme would continue in the future.

Mr Rice stated that GLL would do as much as it could, the principal aim of the Better Communities pillar was to deliver as many events as possible in the community and it was intended that the school holiday programmes would continue.

In response to a Member's question regarding the numbers who had participated in the Healthwise Scheme, Mr Rice undertook to provide that information in a written response.

- In relation to the staff training detailed in the report, was that knowledge being shared with local clubs in relation to cheerleading, trampolining etc?



GLL had close working relationships with a number of local clubs and was looking to working with gymnastic clubs at the Newman School site. It further planned to extend its Dryside Junior Programme at the site too which would offer similar facilities to the newly redeveloped Sands Centre. Due to the current Covid restrictions it was not feasible to do simultaneous activities at the Newman School site. Mr Rice noted that GLL's current focus was to concentrate on the return of swimming, gym and group exercise classes. By mid-September development work on the Junior course programme would take place, after which the organisation would look to work with colleges and clubs to further augment the programme of activities.

- How much money had GLL lost as a result of Covid 19 and what plans did it have to recoup that?

Mr Rice explained that the restrictions brought in to control the pandemic meant that from 20<sup>th</sup> March 2020 income was reduced to zero as facilities were required to close. Whilst sites were permitted to reopen at the end of July 2020, recovering the volume of people attending site to pre-pandemic levels was a challenge as numbers were limited and people needed to feel sufficiently confident to go to the sites.

GLL had sought to manage its costs effectively throughout the lockdown period, with all but essential staff being put on the Furlough Scheme. Mr Rice explained the open-book approach that GLL and the Council implemented, and the financial reporting GLL undertook with the Council.

Another Member noted the surplus of £232,000 indicated in the report and asked whether those monies would be used to assist with the financial impact of Covid 19.

Mr Rice advised that discussions would need to take place with the Council regarding the use of that surplus.

- Would the recently purchased moveable equipment be usable in the redeveloped Sands Centre.

Mr Rice confirmed that all newly purchased equipment and any items that were subsequently bought would be available for use at the new one site facility.

- In relation to GLL's work with children was the organisation able to use demographic information to ensure that its programmes were available to those most in need.

Mr Rice responded that working with those most in need was a fundamental part of the Outreach Programme. Postcode data analysis was used to help identify those areas with most need.

- A Member observed that a number of events delivered by GLL had offered discounted tickets via internet discount site. He recognised that such an approach would increase footfall at events, but commented that it would make them less profitable.

Discounted tickets were generally offered on individual events that were part of a long run, for example matinee performances of the Christmas Panto. The main aim of the discount was to increase audience capacity at such events.

- A Member commented that he felt the current booking fees levied by GLL were too high and could, in some cases equal the cost of an extra ticket for an event.

Mr Rice stated that the current booking system was being changed and that from next year the charges would be more dynamic. He further noted that in relation to comparable venues the booking fees were lower, and GLL aimed to make them as economical as possible.

- How many memberships had been cancelled as a result of Covid 19?

When government had instructed the closure of all leisure facilities, membership accounts were frozen, upon the reopening of sites, members were given the option to continue to freeze their account at no charge. 20% of members left during lockdown and a further 16-17% when facilities reopened. However, it was noted that continuing members were using the facilities more regularly following sites reopening. It was also hoped that the provision of group exercise classes at the Newman School site would increase participation.

In response to a question from a Member, Mr Rice set out how people could access services and sites via Pay As You Go, rather than taking out a membership.

The Culture, Leisure and Heritage Portfolio Holder thanked staff at GLL for their success in 2019 and their proactive and flexible approach to the challenges brought about by Covid 19.

The Chair thanked the Mr Rice and Mr Bestford for their presentation, and the Officers for the report.

RESOLVED 1) That report CS.20/20 be noted.

2) That a further updated report be scheduled in the Panel's Work Programme for the April 2021 meeting.

3) That Mr Rice circulate information to the Panel on the numbers who participated in the Healthwise scheme.

### **HWSP.43/20 QUARTER 1 PERFORMANCE REPORT 2020/21**

The Policy and Communications Manager submitted the quarter 1 2020/21 performance against the current Service Standards and a summary of the Carlisle Plan 2015-18 actions as defined in the 'plan on a page'. Performance against the Panel's Key Performance Indicators (KPIs) were also included. (PC.19/20). The report covered the period of April to June 2020 and therefore recorded the impact on service delivery of the Covid 19 restrictions.

In considering the report Members raised the following comments and questions:

- The Chair commented that given the Covid 19 restrictions, the reported performance of Talkin Tarn and the Old Fire Station was to be expected.

The Health and Wellbeing Manager advised that the café at Talkin Tarn had been open for some time providing takeaway only service. In addition, there had been a small number of Covid secure events which had taken place at the site, for example, an open-air theatre event.

With respect to the Old Fire Station, the Health and Wellbeing Manager explained that the Council was currently in negotiations regarding the lease with the new leaseholder. He would update Members, on the progress of that matter in due course.

- A number of Members commended the increase of the reach of the Council's social media platforms.

The Policy and Communications Manager undertook to thank the Officers involved. He noted that during the lockdown phase of the pandemic, local authorities were seen as a safe and reliable source of information which may have been a factor in the increased performance.

- With reference to the target for the percentage of household waste sent for recycling (including bring sites) not being achieved, a Member noted that during that time, Copeland Borough Council had delivered good performance in that area. He asked whether the falling short of the target in Carlisle related solely to the suspension of garden waste collection or whether other factors had impacted the performance.

The Policy and Communications Manager noted that waste recycling performance was measured by the weight, therefore the suspension of the garden waste collection was a significant aspect of not meeting that target. Data was collected on the tonnage of each type of waste recycled (including bring sites), the Policy and Communications Manager undertook to liaise with the relevant Service Manager to gather a more detailed breakdown of the types of recycled waste in Quarter 1 which he would circulate to the Panel. He further undertook to carry out a comparison of the Council's performance in recycling garden waste against that of Copeland Borough Council.

Responding to a question from a Member regarding the booking system at the Bring Site on Rome Street and the likely length of its continuation, the Deputy Chief Executive responded that the site was a Cumbria County Council run facility. At present it was not known how long the booking system would remain in place.

- A Member noted that a high proportion of Council satisfaction surveys were conducted online, she asked whether other modes of data collection were used.

The Policy and Communications Manager responded that the Council was continually seeking new methods for gathering such data and welcomed suggestions from the Panel.

The Health and Wellbeing Manager added that, in addition to the data collected by the Communications Team in relation to events, his team also gathered data on customer satisfaction and economic impact, some of which was reported to the Economic Growth Scrutiny Panel.

The Member suggested that, given the increasing social media reach of the Council, it could be used for online surveys following events.

The Policy and Communications Manager thanked the Member for the suggestion and noted that at events, staff were also in attendance with satisfaction surveys.

The Panel discussed target setting for performance indicators particularly in relation to recycling. Members noted that: it was important that they were appropriate the particular area of service; the confidence intervals of the statistical analysis were sufficient, and that the data collection was broad enough to provide appropriate sample sizes for analysis. Members considered it important that the Performance Report focus on areas where performance was not meeting the set target. It was agreed that the Panel would work with Officers on those matters, including considering whether the matter be added to the Panel's Work Programme.

- Was a new Carlisle Plan in development?

The Deputy Chief Executive confirmed that work was underway to develop a new Carlisle Plan, he emphasised that a number of areas of work from the 2015-18 Plan had been absorbed into the Council's regular operations.

The Member noted that a number of the actions under the former Plan were now identified as complete, she felt it would be useful for the Panel to understand which items had been delivered and which remained ongoing.

The Policy and Communications Manager undertook to circulate that information to the Panel.

RESOLVED 1) That the Policy and Communications Manager circulate the following to the Panel:

- i) A breakdown of the types of waste recycled in Quarter 1;
- ii) a comparison of the Council's performance of the recycling of garden waste with Copeland Borough Council in Quarter 1;
- iii) A summary of the actions delivered and those outstanding from the 2015 – 18 Carlisle Plan.

2) That the Panel work with Officers on the content of future Performance Reports.

## **HWSP.44/20 ANNUAL EQUALITY REPORT 2019/20 AND ACTION PLAN**

The Policy and Communications Manager submitted report PC.17/20 which outlined how the Council had met the duties of the Equality Act. It further set out an overview of the equalities work undertaken, including workforce profiling, training, employee support, customer satisfaction, complaints, consultation and engagement.

In considering the report Members raised the following comments and questions:

- Were Officers given sufficient time to attend relevant training?

The Policy and Communications Manager advised that training was offered in a variety of formats e.g. online and in person. The length of courses also varied from short online course to full day or week in person events. Online training was particularly flexible as it allowed learners to start then stop and save training so that it was able to be completed at convenient times for staff.

The Panel discussed the difficulty for Members, who worked, attending Council training. A Member undertook to raise the matter with the Members Learning and Development Working Group.

The Communities, Health and Wellbeing Portfolio Holder suggested that consideration be given to providing Member Training virtually through MS Teams software.

*Councillor Paton left the meeting at 12:15pm. Councillor Finlayson assumed the role of Chair of the meeting.*

- Had consideration been given to why those who had indicated a disability when applying to work at the Council and were shortlisted had such a low success rate in becoming employed at the authority?

The Policy and Communications Manager responded that it was the first year that data had been recorded. The HR Team was looking into the matter and the Policy and Communications Manager the undertook to look in more detail at the first set of data and report back to the Panel on any relevant trends.

Another Member commented that some individuals may not feel confident to report a disability on an equalities monitoring form, she sought assurance that there were mechanisms for staff to be able to confidentially report such matters and get any necessary support.

The Policy and Communications Manager explained that the Council sought to support employees in a range of ways through direct contact with managers in regular team meetings, annual appraisals and personal development plans. In addition, there was support provided across the organisation from the HR, Organisational Development and Occupational Health teams. The Council had a strong record of making reasonable adjustments to support Officers in delivering their roles in the organisation.

The Finance, Governance and Resources Portfolio Holder questioned whether describing unprovided response on the recruitment equalities questionnaire as “unknown” was useful. He suggested it may be more accurately recorded as “refused”.

The Policy and Communications Manager undertook to look at the form.

- Did the Council plan to retain the Officer employed for the Improving The Private Rented Sector – Tackling Rogue project?

The Policy and Communications Manager undertook to provide a written response on the matter.

A Member noted that the changes in service delivery brought about in response to the Covid 19 restrictions meant that many more services were now accessible online, she felt it was important that the Council did not make its services exclusively available online as many residents did not have access to or the capacity to use such services.

The Policy and Communications Manager acknowledged the Member’s concern and noted that the Council’s telephone lines had remained open during lockdown and that the Customer Contact Centre had re-opened on an appointment only basis.

The Communities, Health and Wellbeing Portfolio Holder agreed that allowing access to services offline was important.

The Panel thanked the Officer for the report which they felt was useful and very informative.

REOLVED – 1) That the Policy and Communications Manager circulate to the Panel:

- i) Further detail on the data set relating to disability and recruitment;
- ii) Information regarding the continuation of post in the Improving The Private Rented Sector – Tackling Rogue project

2) That the Policy and Communications Manager consider how nil-responses on the equalities form be named in future reports.

## **HWSP.45/20      OVERVIEW REPORT AND WORK PROGRAMME**

The Overview and Scrutiny Officer presented report OS.17/20 providing an overview of matters relating to the work of the Health and Wellbeing Scrutiny Panel. Following the circulation of the report a Notice of Executive Key Decision was published on 14 August 2020, which contained an item relevant to the Panel: Private Sector Enforcement Policy. The item had not yet been included in the Panel’s Work Programme. The Overview and Scrutiny Officer also noted that a Special meeting of the Panel would be held on 17 September 2020 to consider the Sands Centre Redevelopment.

In considering the Work Programme, Members noted that the number of items scheduled to be scrutinised at the October 2020 was large. It was agreed that the following items would remain

on the Programme for that meeting: Disabled Facilities Grants and Supporting Move On From Hospital; Cycle Walking Infrastructure Plans; Active Spaces Review; Corporate Peer Challenge. The remaining items listed in the Work Programme for that meeting would be subject of a Briefing Note to the Panel.

The Panel agreed to discuss, by email, particular areas of focus for the reports being submitted to the October 2020 meeting.

RESOLVED 1) That report OS.17/20 be noted.

2) That the following items be submitted to the 8 October 2020 meeting:

- Disabled Facilities Grants and Supporting Move On From Hospital;
- Cycle Walking Infrastructure Plans;
- Active Spaces Review;
- Corporate Peer Challenge.

3) That the remaining items in the Work Programme scheduled for the 8 October 2020 meeting be the subject of a Briefing Note to the Panel.

[The meeting ended at 12:45pm]

## **SPECIAL HEALTH AND WELLBEING SCRUTINY PANEL**

**THURSDAY 17 SEPTEMBER 2020 AT 10.00AM**

**PRESENT:** Councillor Paton (Chair), Councillors Dr Davison, Mrs Finlayson, Glover (as substitute for Councillor Ellis-Williams), Mrs McKerrell, McNulty, Tarbitt and Miss Whalen.

**ALSO**

**PRESENT:** Councillor Ellis, Finance, Governance and Resources Portfolio Holder  
Councillor Higgs, Culture, Heritage and Leisure Portfolio Holder  
Councillor E Mallinson, Communities, Health and Wellbeing Portfolio Holder

**OFFICERS:** Deputy Chief Executive  
Corporate Director of Finance and Resources  
Health and Wellbeing Manager  
Overview and Scrutiny Officer

### **HWSP.46/20 APOLOGIES FOR ABSENCE**

An apology for absence was submitted on behalf of Councillor Ellis-Williams.

### **HWSP.47/20 DECLARATIONS OF INTEREST**

There were no declarations of interest submitted.

### **HWSP.48/20 PUBLIC AND PRESS**

It was agreed that the items of business within Part A be dealt with in public and Part B be dealt with in private.

### **HWSP.49/20 PUBLIC AND PRESS**

**RESOLVED** – That in accordance with Section 100A(4) of the Local Government Act 1972 the Public and Press were excluded from the meeting during consideration of the following items of business on the grounds that they involved the likely disclosure of exempt information as defined in the paragraph numbers (as indicated in brackets against the minutes) of Part 1 of Schedule 12A of the 1972 Local Government Act.

### **HWSP.50/20 THE SANDS CENTRE REDEVELOPMENT PROJECT – FINAL CONTRACT SUM AND COVID-19 IMPLICATIONS** (Public and Press excluded by virtue of Paragraph 3)

The Deputy Chief Executive submitted an update on the progress made in the development of the Sands Centre Redevelopment Project. The update included a revised estimated final contract budget which included COVID-19 implications for the project together with an appraisal of project costs and other factors affecting the final budget.

The Deputy Chief Executive detailed the progress that had been made on the project since June 2019 including the conversion of the former Newman Catholic School into a temporary health and wellbeing facility; provision made for an NHS Musculoskeletal treatment service; a fully accessible temporary events centre reception at the Sands Centre and the development of the Main Contract design, works and sum ready for completion. In addition the Deputy Chief Executive gave an overview of the challenges and project impediments which had been

addressed during the time, some of which, including the Covid-19 pandemic, had caused a delay in preparations for the conclusion and signing of the Main Contract. The report also included an update Sands Centre strategic risk register.

The Corporate Director of Finance and Resources set out the financial implications for the redevelopment, including Covid-19 cost implications. An addendum to the report had been circulated and provided the Panel with further information regarding the revised business case.

In considering the report the Panel raised the following comments and questions:

- The Panel sought assurance that Covid-19 secure facilities would be available for workers on site.

The Deputy Chief Executive explained that Wates Construction were responsible for the onsite provisions, he assured the Panel that Wates had been proactive in ensuring they were Covid-19 secure for all of their contractors and supply chain. The City Council, as the client, would monitor the situation to ensure construction guidance was being adhered to.

- The original design proposal had included the use of local workforce and materials, had this progressed?

The Deputy Chief Executive responded that an update on the key performance indicators under the Scape agreement would be included in the report to the October meeting of Council.

- Why had the issues regarding asbestos not been identified at the start of the project?

The Deputy Chief Executive explained that the Council had been aware asbestos had been used in the building, however, the extent of the use of the material had not been known until a more intrusive survey was undertaken. He clarified that part of the lease agreement had been for the Council to take some responsibility to make the former Newman School building safe for development, although there had been asbestos in the Sands Centre, the majority of the work had been at the former Newman School site.

- There was a lot of uncertainty for the project moving forward due to the unknown impact of Covid-19 and Brexit. How would any further delays to the project, supply chain, or increase to materials be dealt with?

The Deputy Chief Executive agreed that there were many uncertainties moving forward, however, the Council would be entering into an NEC Contract which meant that any delay or price changes would lie with Wates Construction. The Council would monitor the project on a month by month basis, should any issues present themselves they would be managed through the contract.

- How confident were the City Council in GLL as a business moving forward?

The Deputy Chief Executive acknowledged that it had been a difficult time for GLL, as it had been with many other businesses. The Council had an excellent working relationship with GLL and had developed an open book approach to support GLL financially if required. In addition GLL had submitted a request to the Department for Digital, Culture, Media and Sport (DCMS) for money to be provided to the industry as well as applying for support from Sports England. Prior to the pandemic GLL had reported a surplus in their 2019 finances which showed that the demand for the services was there.



A Member added that there was evidence of demand for the services and facilities and she felt strongly that the project should move forward to provide good facilities to the people of Carlisle.

A Member commented that it was vitally important that the project moved forward and he reminded the Panel of the wide reaching effect of the development on the health and wellbeing of citizens.

- The Panel hoped that any changes to the cost of the project or the subsidy to GLL would not result in an increase in the cost to users of the facility.

The Deputy Chief Executive gave an overview of the subsidy arrangements with GLL and informed the Panel that they could be kept informed of how the risks were managed should they so wish.

- The Panel discussed the issues relating to the roof and the Deputy Chief Executive explained that further expert advice would be sought and reported back to the Panel.
- The building would no longer be viable as a temporary hospital, was there an alternative location should it be required?

The Deputy Chief Executive reported that the Local Resilience Forum were aware that the building could not be used as a temporary hospital in the future and other options would be considered if required.

- Was there scope for GLL to increase their outdoor provision during the pandemic?

The Deputy Chief Executive stated that GLL nationally were moving to alternative ways of providing their services including online classes.

- How likely would it be for Wates to claim for compensation under the terms of the contract?

The Deputy Chief Executive explained that Pick Everard had been engaged as contract administrator and one of their roles was to independently review any claims for compensation and the value of that claim.

- The Panel discussed the updated business case for the project and the Corporate Director of Finance and Resources responded to the Panel's questions regarding the financial options available to the Council.

RESOLVED – 1) That the Panel supports the progress on the Sands Centre Redevelopment Project as outlined in report CS.22/20 and ask that the Panel is kept informed of the ongoing risk monitoring and impact on services;

2) That during construction, Wates Contractors continue to put all available mechanisms in place to be Covid-19 secure and follow all construction services best practice and guidelines as appropriate.

[The meeting ended at 12.05pm]



# Health and Wellbeing Scrutiny Panel

Agenda  
Item:  
**A.2**

Meeting Date: 8 October 2020  
Portfolio: Communities, Health and Wellbeing  
Key Decision: No  
Within Policy and Budget Framework YES  
Public / Private Public

Title: Housing Grants and Supporting Hospitals  
Report of: Corporate Director of Governance and Regulatory Services  
Report Number: GD 47/20

### Purpose:

Delayed hospital discharges and excess winter deaths have been key health challenges within Carlisle. The Council's Housing Renewal Assistance Policy 2018 made the commitment that the Council would use its discretionary housing grants to assist the elderly, disabled or other vulnerable groups: to live independently; to improve their living conditions and well-being, and promote opportunities to return home after hospital attendance. This report informs the Panel of the activities taking place that meet this commitment.

### Recommendations:

That the report is noted

### Tracking

Executive:	NA
Scrutiny:	NA
Council:	NA

## 1. BACKGROUND

- 1.1 The main source of funding for Carlisle's housing grants is the Disabled Facilities Grant (DFG) determined annually by the Ministry of Housing, Communities and Local Government. The criteria, eligibility and grant levels for Mandatory DFGs are detailed within national legislation and guidance. The City Council DFG allocation will always prioritise its obligations to the Mandatory DFG applicants. DFGs can also be used for discretionary purposes provided these are adopted by the Council and detailed within a Housing Grants Policy. The City Council's Housing Renewal Assistance Policy 2018 details the options for discretionary housing assistance available within the district.
- 1.2 The Housing Renewal Assistance Policy 2018 made the commitment that the Council would use its discretionary housing grants to assist the elderly, disabled or other vulnerable groups to live independently and to improve their living conditions and well-being. Carlisle regularly scores around or above the national average for excess winter deaths on Public Health England's District Health Profiles. The National Institute for Health and Care Excellence (NICE) Report - *"Excess winter deaths and illness and the health risks associated with cold homes"* states a wide range of people are vulnerable to the cold. This is either because of: a medical condition, such as heart disease; a disability that, for instance, stops people moving around to keep warm, or makes them more likely to develop chest infections. Cold properties can cause death and illnesses that lead to hospital admissions. Carlisle's discretionary housing grants are targeted at making the homes of the elderly, disabled and other vulnerable groups with qualifying health conditions warm and safe thereby reducing the illnesses that may lead to admission into hospitals.
- 1.3 Delayed transfer of care, people staying unnecessarily long in hospitals, has been a problem for Carlisle and the Housing Renewal Assistance Policy created the post of Homelife Liaison Officer to liaise with the NHS and Adult and Social Care and assists in identifying where the DFG process, and other Grants, can help people move back safely into their homes. Appendix 1 list examples of some of the recent cases dealt with by the Homelife Liaison Officer.

## 2. CARLISLE'S HOUSING ASSISTANCE

### 2.1 Disabled Facilities Grants (DFGs)

**Mandatory DFGs** tend to be for large internal construction works or extensions and provide the main expenditure from the Disabled Facilities Fund. The Council's activities on mandatory DFGs have been increasing significantly since 2016.

However, during the recent coronavirus lockdown new Mandatory Grants slowed down considerably because access was needed into the properties of often shielding residents and many of the larger contractors had furlough their staff. The smaller discretionary Housing Grants were less affected by the lockdown as they tended to use contractors still operating in providing essential electrical or boiler repairs and insulation and heating works. Although there was a drop-in activity it was less than that for the mandatory grants. The Discretionary Housing Grants offered by the City Council include: **Safe and Warm Grants, Dementia Friendly Grants and Energy Efficiency Grants**. Non-Disabled Facilities funded Grants offered include the **Energy Company Obligations (ECO)**, Foundations **Gas Safety Charity Grants** and the National Grid's **Warm Homes Fund**.

### **3. HOUSING GRANT PERFORMANCE**

**3.1** Since 2017, when the first discretionary grants were available: **1,626** properties have been assisted through the discretionary housing grant process; **669** works have been completed improving the warmth and energy efficiency of properties such as insulation, draft proofing and heating boiler improvements; **646** works have been completed improving the safety of premises by completing the removal of hazards, electrical improvements and security improvements; **311** works have completed improving the health of premises and their occupants by replacing dangerous boilers, carrying out deep cleans of dirty properties and removing excess damp from properties. Since the Homelife Liaison Officer has been in post from 2019 there have been 36 hospital discharge grants These have mainly been for key safes, deep cleans and clearances, and two cases for emergency plumbing works (blocked toilets).

**3.2** Since April 2020 the discretionary housing grants have assisted **167** properties completing **269** works to improve safety and warmth. The Grants have assisted three Covid-19 cases in hospital who required assistance to go home (be discharged). Two cases were for deep cleans and one for a key safe. Appendix .1 details recent case studies of the types of assistance given.

### **4. CONSULTATION**

**4.1** This report is for Information

## **5. CONCLUSION**

- 5.1** The Discretionary Housing Grants offered by the City Council have been targeted at making the homes of the elderly, disabled and other vulnerable groups with qualifying health conditions warm and safe, thereby reducing the illnesses that may lead to admission into hospitals. The fixed term Homelife Liaison Officer provides an essential link with the hospitals and the Housing Grant process, organising works to properties that permit the householder to be released from a hospital stay.

## **6. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES**

- 6.1** Address current and future housing needs to protect and improve residents' quality of life.

**Contact Officer:** **Scott Burns** **Email:**  
**Regulatory Services Manager** **Scott.burns@carlisle.gov.uk**

**Appendices** Appendix.1.  
**attached to report:** Hospital Discharge Case Studies – From March 2020 Onwards

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

- **None**

## **Appendix .1.**

### **HOSPITAL DISCHARGE CASE STUDIES – FROM MARCH 2020 ONWARDS**

#### **Case study 1**

Mr A was referred to us by the Cumberland Infirmary for a hospital discharge grant. It was reported by paramedics who attended his property that his home required a deep clean and clearance of rubbish for him to be able to safely return home from hospital. We were contacted by the occupational therapy team at the hospital to ask if this could be arranged. Homelife arranged to collect the keys for Mr A's property from his neighbours with his consent and visited the property to quote for a clean and clearance to take place. At the property we spoke with Mr A on the phone whilst he was in hospital and discussed the plan of works required in each room. We also discovered that Mr A had a blocked toilet and had a broken tap which was causing a continuous leak and if not stopped would cause damage to his kitchen units and the property below. Mr A has no family available to assist him whilst in hospital. Mr A was also admitted during the lockdown period so would have struggled to arrange a clean, clearance and plumbing repairs himself throughout this time. We were able to complete the works within 4 days of receiving his grant application which helped speed up the length of time he needed to stay in hospital. Two full days were spent cleaning and clearing the property as there was a large hoard in the home and a skip was required.

#### **Case Study 2**

Mr B was referred to us by the Cumberland Infirmary for hospital discharge grant following a medical emergency that left his home in need of cleaning. Mr B has no family to help him and was unable to arrange for a deep clean to take place himself. We arranged with the hospital ward to collect the patients house keys and quote for the works. We supplied and fitted a key safe at the property so our cleaning contractors could access the property to carry out a full deep clean of the property making it safe for discharge. Our cleaning contractors attended with us in the afternoon to quote for the works and came back later in the evening to deep clean the house allowing Mr B to be discharged home the following morning. Mr B's house keys were safely stored in the key box so he was able to get back into his property without any delays.

#### **Case Study 3**

Mrs C was referred to by the Cumberland infirmary as she was unable to be discharged from hospital until a key safe had been installed. Mrs C, who is in her 90s has care calls multiple times a day and can also require a call throughout the night. Mrs C is unable to

get to the door safely to let the carers in. Having the key safe fitted has allowed Mrs C to come home and has taken away the anxiety of missing a care call.

## **Safe & Warm and Energy Efficiency Grants – From March**

### **Case Study 4**

Mrs D contacted Homelife during the lockdown period after her boiler had broken and was unable to be repaired. Mrs D has a low income and various health conditions and would not have been able to replace the boiler without a Homelife grant. We were able to quote for the works and issue the approval paperwork electronically to speed up the process and replace the boiler quickly.

### **Case Study 5**

Mrs E contacted Homelife to apply for a discretionary housing grant after developing a roof leak. Mrs E has multiple physical disabilities. The roof leak had caused damage to the electrics within the property making her home quite unsafe. We were able to reroof her home to fix the various leaks. We then carried out electrical repairs ensuring the system was safe. After this was carried out we then replaced her very old boiler and was able to supply and fit a new thermostat in a much better accessible position so he could control the heating and hot water without risk of falling and tripping in her home. We then referred her for DFG for a stair lift to help her safely access the upstairs of her home independently. The works were carried out between April – August.

### **Case Study 6**

Mrs F was referred to Homelife by a member of the Environmental Health team after a report that the disrepair of Mrs F's property was causing a damp issue for others. Mrs F had been unable to maintain her home fully after developing poor mental health following an extremely upsetting life impacting event. She had been unwilling/unable to accept support from her friends and family prior to Environmental Health's involvement. Homelife completed a joint visit with Building Control and a member of Mrs F's family who works in the construction industry. The damp was being caused by the poor condition of the roof in addition to some rendering on the back of the property that was coming away from the wall and likely trapping moisture between the brickwork and the render. The electrics were old and the fuse box had the old style of pull out fuses, the heating wasn't working properly, there was a slight smell of gas around the meter box and the wooden frames on the windows were so rotten that the panes appeared to be floating unsupported in places. Mrs F moved in with her family and Homelife arranged gas safety and electrical checks along with quotes for glazing, heating, electrical improvements, roof repairs and removing the render at the back of the property. It was clear from the start that this property required more work than could be covered by the available Homelife grants and we also needed to appoint a principal contractor (which increases costs further) to meet with regulations.



Once we had all the quotes I worked with the client's family and we agreed that Homelife would fund the exterior works (windows, roof, render) and Mrs F's family would cover the interior works (electrics, heating and other things that are not grant eligible). We were also able to use Mrs F's family member's company as the principal contractor and he provided that service free of charge. The work to the exterior of the property has been completed for some time and I have just received an email from Mrs F's family to let me know that the interior of the property has been completed (it was delayed by Covid restrictions) and Mrs F has moved back into the property. He says that "The impact of the works has been significant and the improvement in [Mrs F] is noticeable, so thank you again for all of your help and assistance."



# Report to Health & Wellbeing Scrutiny Panel

Agenda Item:  
**A.3**

Meeting Date: 8<sup>th</sup> October 2020  
 Portfolio: Culture, Heritage and Leisure  
 Key Decision: Not Applicable:  
 Within Policy and Budget Framework: Yes  
 Public / Private: Public

Title: CYCLING WALKING INFRASTRUCTURE PLANS (CWIPS)  
 Report of: The Deputy Chief Executive  
 Report Number: CS.27/20

**Purpose / Summary:** The purpose of the report is to update the Panel on progress with a Local Cycling and Walking Infrastructure Plan (L-CWIP) for Carlisle.

**Recommendations:** That the contents of the report are noted.

### Tracking

Executive:	
Scrutiny:	
Council:	

## **1.0 BACKGROUND & PROCESS**

- 1.1** Cycling and Walking Infrastructure Plans (CWIP) are intended to be the vehicle for ensuring that investment in active travel is carried out in a strategic way and that the correct priorities are identified and addressed. Primary responsibility for CWIP rests with the Highway Authority (Cumbria County Council) but districts are recognised as significant partners.
- 1.2** Cumbria County Council started work on a county-wide CWIP early in 2020 but the work has been significantly delayed due to the impact of Covid on the regular processes of local government. However, a consultation meeting was held in Carlisle shortly before the lockdown, including officers, members and external partners. At this consultation meeting the consensus was that Carlisle was deserving of a specific CWIP due to its role as a regional centre; the potential for increasing the proportion of active travel among commuters; the potential for improving local air quality; and the potential for improving levels of physical activity among the population at large but particularly adults. Further work has continued and in June the Carlisle Highways & Transportation Working Group (HTWG) of the County Council agreed in principle the idea of commissioning a consultant to produce a CWIP for Carlisle. The County has now agreed a contribution of £15,800 towards the commission and the City Council has been asked to provide the balance of £10,000. The Director of Planning and Economic Development is considering the use of existing regeneration budgets to fund the City Council's contribution.
- 1.3** Appendix 1 is a briefing note by the County Council officer responsible for infrastructure planning, including active travel (cycling and walking paths). While events continue to advance, the note provides an overview of the County's thinking. It is disappointing to note that the second tranche of funding, identified in the note, has now been allocated and that none of this money will be spent in Carlisle – projects elsewhere in Cumbria were rated as higher priorities.

## **2.0 PROPOSALS**

- 2.1** The County Council as Highway Authority is the lead body in the development of CWIP and the City Council's role is to support and work with the County at the district level. The involvement of the City Council in a partnership the development of a local CWIP for Carlisle is an appropriate expression of this support.

### **3. NEXT STEPS**

- 3.1** Further collaborative working involving City and County Councils is planned, including a virtual meeting in mid-October, to refine the brief for the local CWIP.

### **4. CONSULTATION**

- 4.1** The development of the Carlisle CWIP was subject of a consultation and planning meeting held at the County Council's offices on London Road in January 2020.
- 4.2** Extensive consultation with the public and interested bodies has taken place over a number of years in relation to the development of transport and movement plans for Carlisle and the potential for a network of cycling and walking routes within the city.

### **5. CONCLUSION AND REASONS FOR RECOMMENDATIONS**

- 5.1** The enforced shutdown of the UK economy in 2020 highlighted the value placed by local people on the opportunity for traffic-free travel. Sales of bicycles increased exponentially and the usage of cycle and walking routes was at unprecedented levels. It is therefore incumbent on the appropriate authorities to ensure that this latent demand for safe, active travel options is available for our communities once the immediate threat from Covid is nullified.

### **6. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES**

- 6.1** Priority 1 – Improve opportunities and economic prospects for the people of Carlisle  
Priority 2 – Support the health and wellbeing of our residents.  
Priority 3 – Improve the quality of the local environment.  
Priority 4 – Protect and improve residents' quality of life

**Contact Officer: Darren Crossley**

**Ext: 7004**

#### **Appendices**

#### **attached to report:**

1. Briefing note

**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 -**

**FINANCE –**

**EQUALITY –**

**INFORMATION GOVERNANCE –**

## Briefing Note

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<b>Title of Briefing:</b>	Local Cycling and Walking Infrastructure Plan for Carlisle
<b>Date:</b>	8 <sup>th</sup> June 2020
<b>Author:</b>	Mark Brierley, Infrastructure Planning Lead Officer
<b>Unit / Directorate:</b>	Infrastructure Planning, Economy and Infrastructure Directorate
<b>Audience:</b>	Carlisle Highways and Transportation Working Group

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### 1.0 PURPOSE OF BRIEFING

- 1.1 The purpose of this briefing note is to inform Members of the progress on the production of a local cycling and walking infrastructure plan (LCWIP) for Carlisle and seeks a contribution from Cumbria County Council Local Committee for Carlisle towards the programme.
- 1.2 The paper follows a presentation to the Carlisle Infrastructure Delivery Plan Working Group on the 11<sup>th</sup> February 2020.

### 2.0 BACKGROUND

- 2.1 Cumbria County Council endorsed the Cumbria Cycling Strategy in 2017, together with Cumbria's district councils, national parks, cycling bodies and highways partners.
- 2.2 The Cumbria Cycling Strategy sets the context for the development of cycling infrastructure in Cumbria. The strategy has four objectives:
1. Promoting cycling as part of healthy lifestyle
  2. Enabling cycling to support the Cumbrian economy
  3. Promoting Cumbria as an excellent place to cycle
  4. Improving the cycling infrastructure to enable more cycling
- 2.3 Cumbria County Council has committed to being the lead partner on the fourth objective to improve the cycling infrastructure. Improving the infrastructure is key to enabling the other three objectives. It is therefore proposed to give consideration to the development of series of LCWIPs and to identify a series of schemes that will help achieve the objectives of the strategy.
- 2.4 The methodology for LCWIPs has been developed by the Department for Transport (DfT) as part of the national Cycling and Walking Investment Plan. It is expected that access to DfT funding for local cycling and walking schemes will be dependent upon the schemes inclusion in a LCWIP.
- 2.5 Initially, the Council focused on asking local representatives and stakeholders for their ambition for cycling and walking in their area, with workshops held in

Barrow-in-Furness, Carlisle, Kendal, Penrith, Whitehaven and Workington, with the Carlisle workshop being held on the 29<sup>th</sup> January.

- 2.6 The Carlisle workshop was well attended by members of Cumbria County Council and Carlisle City Council, and concluded that further work should be undertaken to develop consensus for development of a Carlisle LCWIP.

### **3.0 PROGRESS ON A CARLISLE LCWIP**

- 3.1 The proposal to develop a Carlisle LCWIP was taken to the Carlisle Infrastructure Delivery Plan Working Group on the 11<sup>th</sup> February 2020, which endorsed the proposal referring the decision to fund the LCWIP to the next meeting of the Carlisle Highway and Transport Working Group (H&TWG).

- 3.2 The Covid-19 emergency temporarily halted the meetings of the H&TWG.

- 3.3 The LCWIP programme was considered to be important to the future recovery of Cumbria economy once the Covid-19 restrictions eased later in the year.

- 3.4 Cumbria County Council tendered for consultancy support in the production of the original 6 LCWIPs, appointing WSP in May 2020.

- 3.5 After securing local funding, work on preparing the first LCWIP in the programme began in Barrow-in-Furness in late May 2020 as phase one of the commission. The LCWIPs for Carlisle and Kendal were planned for phase three with more of the work being undertaken by Cumbria County Council officers.

- 3.6 Discussions have been held with Carlisle City Council and the Cumbria LEP to secure funding for the Carlisle LCWIP, with the following funding offers being made; Carlisle City Council (£10,000) and Cumbria LEP (£5,000).

- 3.7 The cost for a standalone LCWIP for Carlisle to be produced now by WSP is £30,830.

### **4.0 COVID-19 EMERGENCY ACTIVE TRAVEL FUND**

- 4.1 In response to the Covid-19 emergency, the Department for Transport has established the Emergency Active Travel Fund (EATF) with £250 million funding over two phases for emergency active travel infrastructure in the summer of 2020.

- 4.2 The application for tranche 1 was made on 5<sup>th</sup> June 2020 and Cumbria has been awarded £233,000 in the first tranche and £934,000 in the second.

- 4.3 The second tranche will be released later in the summer to enable authorities to install further, more permanent measures to cement cycling and walking habits. Where applicable, this will enable local authorities to implement schemes already planned in LCWIPs.



- 4.4 The Department for Transport has revised the guidance on the Emergency Active Travel Fund, in response to changes in the lockdown regulations, with further changes likely prior to opening of the second tranche of funding.
- 4.5 Prior to the Covid-19 emergency the Government had announced a £2 billion walking and cycling programme, details of which are yet to be released.

## **5.0 OPTIONS**

- 5.1 The Emergency Active Travel Fund (EATF) could allow schemes recommended in a Carlisle LCWIP to be delivered very quickly.
- 5.2 Should the consultants be commissioned to deliver a standalone LCWIP for Carlisle, this will include outlining schemes that could qualify for funding under the EATF as a priority.
- 5.3 To do so, a funding allocation of £15,830 should be considered by the H&TWG and Carlisle Local Committee.
- 5.4 Should the programme proceed as originally planned, the H&TWG and Carlisle Local Committee would require a funding allocation of £10,000.
- 5.5 Should the H&TWG and Carlisle Local Committee not wish to proceed with a Carlisle LCWIP, no funding would be required.

## **6.0 RECOMMENDATION**

- 6.1 It is recommended that the H&TWG recommend that the Carlisle Local Committee the £15,830 be allocated to allow the urgent development of a Carlisle LCWIP.



# Health & Wellbeing Scrutiny Panel

Agenda  
Item:  
**A.4**

Meeting Date: 8<sup>th</sup> October 2020  
 Portfolio: Cross-cutting  
 Key Decision: No  
 Within Policy and Budget Framework: Yes  
 Public / Private: Public

Title: Emergency Planning and evolving approach to community engagement and climate change  
 Report of: Policy & Communications Manager  
 Partnership Manager  
 Funding & Development Officer  
 Report Number: PC.25/20

**Purpose / Summary:**

The purpose of this report is to provide an overview of the ongoing Covid-19 Pandemic response and recovery, with an emphasis on the evolving approach to community engagement and climate change.

**Recommendations:**

- The panel is asked to consider, comment on and scrutinise the report.

**Tracking**

Scrutiny:	<b>Health &amp; Wellbeing Scrutiny Panel 8/10/20</b>
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## 1. BACKGROUND

### 1.1 Introduction

The purpose of this report is to provide an overview of the ongoing response and recovery work relating to the Covid-19 Pandemic. This report also provides an update on the last submission to the Panel on 16<sup>th</sup> July.

The focus is on the Panel's remit, with a steer from the Panel's resolutions to include statistical information regarding the impact of the pandemic on the climate and the health and wellbeing of residents in Carlisle.

The County Council publishes a **weekly update** on the COVID-19 situation in Cumbria, bringing together local and national data to provide an overview of what is happening locally. This weekly report includes details on:

- R-value and growth rate.
- Weekly rate of COVID-19 cases per 100,000 tested.

The County Council has consulted on and published a **Local Outbreak Control Plan**, in partnership through the **Health Protection Board**. This plan also sits alongside the Cumbria Local Resilience Forum's (CLRF) Pandemic Influenza Response Plan.

### 1.2 Response

The Joint Biological Security Centre is using a Covid-19 alert level to inform decisions and to explain the level of disease risk to the public. There are five levels:

- Level 1: Covid-19 is not known to be present in the UK
- Level 2: Covid-19 is present in the UK, but the number of cases and transmission is low
- Level 3: Covid-19 is in general circulation
- Level 4: Covid-19 is in general circulation; transmission is high or rising exponentially
- Level 5: as level 4 and there is a risk of healthcare services being overwhelmed.

On the 21<sup>st</sup> September the level moved from 3 to 4, a level that it had been at previously on 19 June. This now means that the Covid-19 is in general circulation in the community and the rate of transmission is high or rising exponentially.

Prior to this announcement, in response to the situation in Barrow where incidents have increased rapidly (18/8/20) the Cumbria Local Resilience Forum has increased the frequency of the Strategic Coordination Group meetings and reinstated Tactical Coordination Group meetings.

### 1.3 Recovery

The Strategic Recovery Coordination Group has reduced its frequency of meetings to fortnightly. An initial round-up of locality/district recovery work has been completed with a broadly similar local partnership structure being proposed across each area.

This proposed partnership structure is presented in Appendix A, this sets the framework for recovery and partnership work.

## 1.4 Impact Assessment

Throughout the pandemic, the core function of the Multi Agency Information Cell (MAIC) has been to produce the common operating picture (data, information and intelligence) that has informed and supported the tactical and strategic co-ordinating groups and other responders. The MAIC is made up of officers from all district councils, Cumbria County Council, NHS, local health boards, Cumbria Police and other responders when required. The MAIC has been essential for evidence based and intelligence-led decisions to be made.

The MAIC is currently focusing on four critical work streams:

- Shielding and vulnerable people
- Local Outbreak monitoring and reporting to the Health Protection Board
- Modelling and scenarios for winter preparedness
- Impact Assessment

To inform the recovery work the MAIC is developing an Impact Assessment, drawing together information from across all responders and the experiences of communities. The draft framework covers the human, economic, environmental and infrastructure impacts.

Key statistics for the impact on health and wellbeing are presented below:

Measures	Carlisle	Cumbria	Data to
<b>VULNERABLE PEOPLE</b>			
Number of households who contacted the Cumbria COVID-19 Emergency Support Helpline	656	2,800	18-Aug-20
Number of free food parcels delivered under the national scheme	4,220	22,230	18-Aug-20
Number of individuals in receipt of free food parcels	672	3,164	18-Aug-20
Number of people on the Shielding List	3,742	21,917	16-Aug-20
Additional households identified as requiring support as a result of COVID-19	656	2,800	18-Aug-20
Number of households requiring urgent help with prescriptions	270	1,220	18-Aug-20
Number of community groups providing COVID-19 related help and support to the local community	8	218	22-Jul-20
Homelessness - number of people helped into emergency accommodation from 24 March 2020	90	317	07-Jul-20
Homelessness - number of people helped into emergency accommodation from 24 March 2020 (% difference compared to 2019)	12.5%	84.3%	07-Jul-20
Homelessness - Statutory Homeless Assessments from 24 March 2020	185	823	07-Jul-20
Homelessness - Statutory Homeless Assessments from 24 March 2020 (% change compared to 2019)	-30.5%	-9.9%	07-Jul-20
<b>POVERTY</b>			
New Free School Meals applications accepted	304	919	19-Aug-20
Council Tax Relief Scheme (working age residents)	4,943	21,590	01-Aug-20
Universal Credit Claimants - number	8,210	34,454	Jul-20
Universal Credit Claimants - % change since Mar	78%	74%	Jul-20

The key impacts for Carlisle have been shared with the Strategic Recovery Coordination Group and the Carlisle Partnership Executive and are summarised in Appendix B.

The work on impacts is ongoing and two surveys are currently running:

- The University of Cumbria has a **survey** for individuals to capture people's experiences of coronavirus, and the effect it's having on them.
- Healthwatch Cumbria also has a **survey** for individuals which asks general questions about how people are affected as well as more specific questions on access to health services.

## 1.5 Community Engagement

The ongoing work of the communications lead officer group (Strategic Media Advisory Cell, SMAC) has continued to be pivotal in warning and informing all our communities. A summary of the outputs of the SMAC is presented in Appendix C and demonstrates the collaborative power of 16 organisations working together.

The Cumbria Community Resilience Group (CuCRG) and Carlisle Community Resilience Group (CaCRG) continue to meet virtually. CaCRG continues to use its online SharePoint and situation report platforms to update and share key information across agencies.

The CaCRG is exploring sustainable local level community response structures to capitalise on the effective relationships, wider communities, and future challenges and opportunities. It is also looking at how we utilise the volunteer and community response in the longer term for more sustainable and proactive emergency response across the whole district.

To these ends a funding application was submitted to The National Lottery in August to support further community resilience, and we are still awaiting the outcome.

The CaCRG were the first to develop subgroup structures based on community feedback, which was also used to inform the agenda of the CuCRG and SRCG. These are:

- Communities
- Health and Wellbeing
- Children and Young People
- Welfare and Hardship

The Countywide funding bid to DEFRA was successful and is being allocated to local resilience group areas to distribute to key projects across Carlisle. The main focus of the fund was around food projects, support welfare and hardship. The work on emergency and affordable food provision has further led to the development of the 'Affordable Food Project'.

Through the CuCRG, a survey with community groups and partners that were active in response and recovery was shared. The responses that are most relevant to Carlisle have been filtered, anonymised and shared to inform our community engagement. Overall, the feedback was positive with praise for the rapid and agile response in Carlisle. The community response and partnership engagement was also recognised by the High Sheriff of Cumbria, for Carlisle.

A regular Carlisle Partnership email update, which has featured the latest Covid guidance, opportunities, funding, etc has been shared with all partners weekly and been positively received. The proactive sharing of funding opportunities through emails and a regular newsletter has continued with successes in the following areas:

- Affordable Food Provision

- Homelessness Support
- Youth Work
- Drug & Alcohol Support

Support Cumbria is a web-based system, developed to manage the process of spontaneous volunteering and donation of items during a major incident. Cumbria Council for Voluntary Service (CVS) has produced an update report (August 2020) on its performance during the response. In total, 2094 volunteers registered with Support Cumbria and 1202 of these volunteers were matched to organisations during the pandemic or were involved in helping neighbours and within their local community.

- 65% of volunteers had volunteered before, whereas 35% of volunteers hadn't
- 90% of volunteers said they would volunteer again in an emergency
- 69% of volunteers are likely to volunteer longer term

These figures are useful pointers for future community engagement work in response to or recovering from emergencies.

Appendix D is a summary of other aspects of the support the Council has provided to its communities during the height of the pandemic.

## **1.6 Climate Change**

The Covid-19 Pandemic and the restrictions required to limit the spread of the disease has led to changes in employment, behaviour, lifestyle and working patterns. It is too soon to say if these changes will have any permanence, and therefore any long-term impact on Climate Change.

The consultation on the Local Environment (Climate Change) Strategy closed on the 18<sup>th</sup> September, the feedback will be reported to Executive as part of the next steps towards the Council adopting the strategy.

The Member Advisory Group (MAG) met in August to develop the consultation and again in September to begin their forward plan of work, with a focus on Climate Change and St. Cuthbert's Garden Village.

The countywide Climate Change Partnership has been renamed the 'Zero Carbon Cumbria Partnership' in line with the successful £2.5million of National Lottery funding. The award to the Zero Carbon Cumbria Partnership will fund a five-year programme of action aiming to make Cumbria the first carbon-neutral county in the UK, in a way that benefits communities and is led by them

The programme will begin in January 2021 led by the Zero Carbon Cumbria Partnership, which spans the public, private and third sectors, including community groups, councils, the NHS, police, national parks, businesses and the farming community, among others. The programme will also build strong working relationships among a wide range of organisations across the county, raising their ambition to tackle climate change and sharing learning and resources.

The voice of local people will be at the heart of the programme. People from all walks of life will be able to influence and drive climate action through citizens' juries and other projects, with community groups steering the programme. Young people, whose futures will be particularly affected by the climate crisis, will be able to take advantage of a leadership programme to help them make their voices heard, enhancing their skills and giving them access to people in positions of influence.

The County Council have received funding from the Emergency Active Transport Fund, this is intended to encourage people to walk or cycle by creating safer routes and secure bicycle storage. The County Council have begun work on English Street.

Cumbria is one of five local authority areas selected to receive a share of £1million of funding to set up 'Local Nature Recovery Strategies' (LNRS) pilot studies to help map the most valuable sites and habitats for wildlife in their area and identify where nature can be restored. This could see the creation of wildflower habitat for pollinators, green spaces for people, or new woodlands and wetlands which are important for both healthy communities and in the fight against climate change. The pilots will enable local authorities to set out their local priorities for restoring and linking up habitats so species can thrive, and agree the best places to help nature recover, plant trees, restore peatland, mitigate flood and fire risk, and create green spaces for local people to enjoy.

## **2. RISKS**

Threats and hazards are assessed in the Community Risk Register. Operational risks relating to the Council's Civil Contingencies Act (CCA) duties are captured in the Policy & Communications Operational Risk Register. This register is currently being reviewed through a Risk Management Working Group.

## **3. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES**

Emergency Planning, particularly recovery, helps to improve the health, wellbeing and economic prosperity of the people of Carlisle.

**Contact Officer:** Steven O'Keeffe **Ext:** 7258

**Appendices attached to report:** Appendix A: Proposed Partnership Structure  
Appendix B: Key Impacts Summary  
Appendix C: SMAC Infographics  
Appendix D: Community support Infographic  
Appendix E: Hyperlinks to documents/surveys

**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 -**

**FINANCE –**

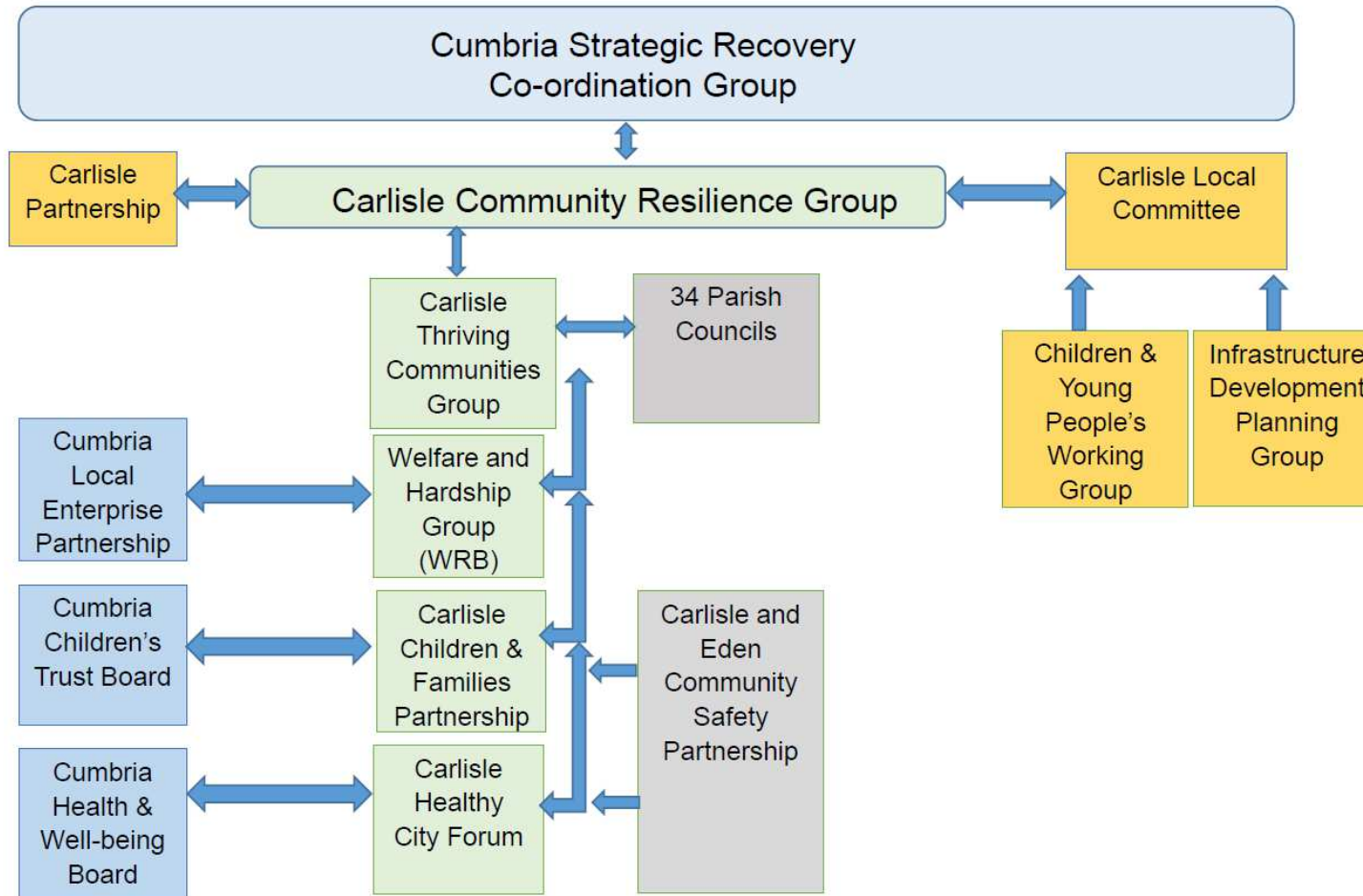
**EQUALITY –** The Covid-19 risk factors include protected characteristic.

**INFORMATION GOVERNANCE –**



Appendix A: Proposed partnership structure

## Partnership Structures



# Key Impacts of Covid 19 in Carlisle

- Additional pressure on an already challenged retail/business sector
- Increase in poor mental health
- Reduced visitor numbers
- Medium to long term high unemployment and pressure on incomes
- More children living in poverty
- Issues around educational attainment especially for current years 11 and 13
- Delayed start for young people obtaining employment after school/college
- More home and remote working: reduced travel, greater use of technology
- Opportunity to be at the forefront of change in city centre: Improved walking and cycling infrastructure
- Greater community resilience

# Appendix C: SMAC Evaluation Infographics

## SMAC evaluation

Sixteen Organisations Working For Cumbria | March 23 – July 10 2020

**1** Finding trusted sources of information during the pandemic.

- 21,844 NEW FOLLOWERS (Facebook)
- 6,939 NEW FOLLOWERS (Twitter)
- 2,196 NEW FOLLOWERS (Instagram)

**2** Sharing trusted information during the pandemic.

- 667 PROACTIVE MEDIA RELEASES ABOUT THE IMPACT OF COVID IN CUMBRIA
- 14,207 PROACTIVE SOCIAL MEDIA POSTS ABOUT COVID

**3** Keeping our staff informed during the pandemic.

- 1,624 NO. OF INTERNAL COMMS SHARING INFORMATION FROM THE LOCAL RESILIENCE FORUM

**4** Estimated collective reach of Stay At Home, Protect the NHS, Save Lives and Treat Our Communities with Respect on our social media channels.

65 MILLION

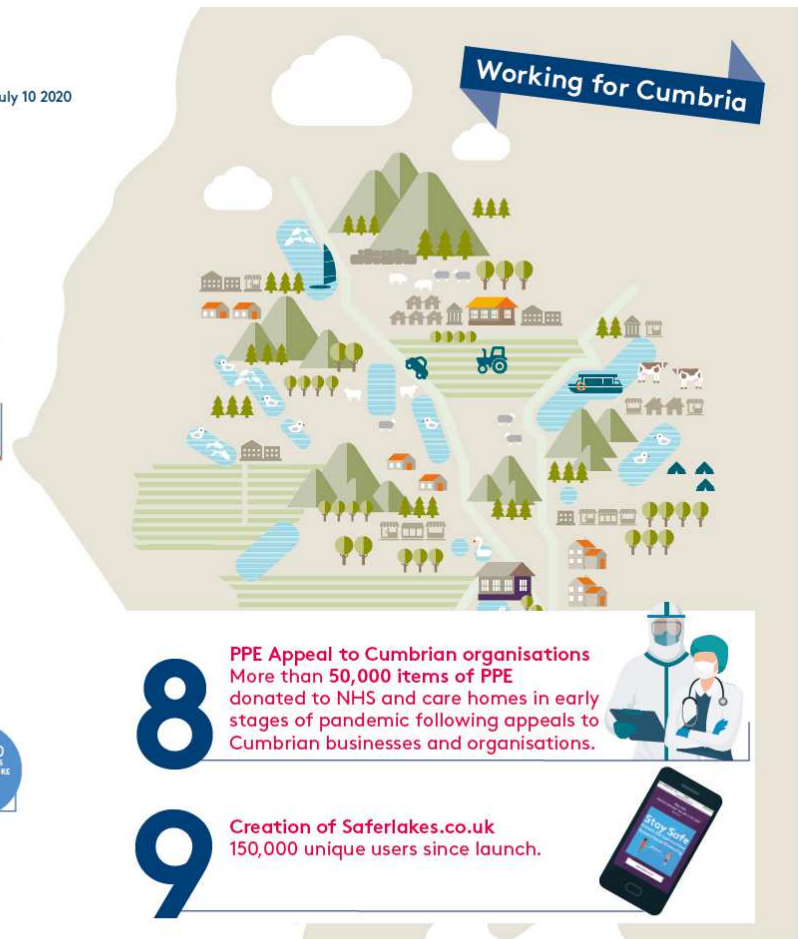
**5** Hits on the 'where to get tested for covid' webpage.

34,680

**6** Supporting communities with information about the Emergency Helpline channels.

- 55 DISTRICT FOCUSED NEWSLETTERS
- 68,000 EMERGENCY SERVICES & SAFEGUARDING LEAFLETS
- 220,000 HOUSEHOLDS RECEIVE WELFARE SUPPORT LEAFLET

**7** Business Engagement  
To understand the impact of COVID on business, we engaged with more than 2,000 firms.



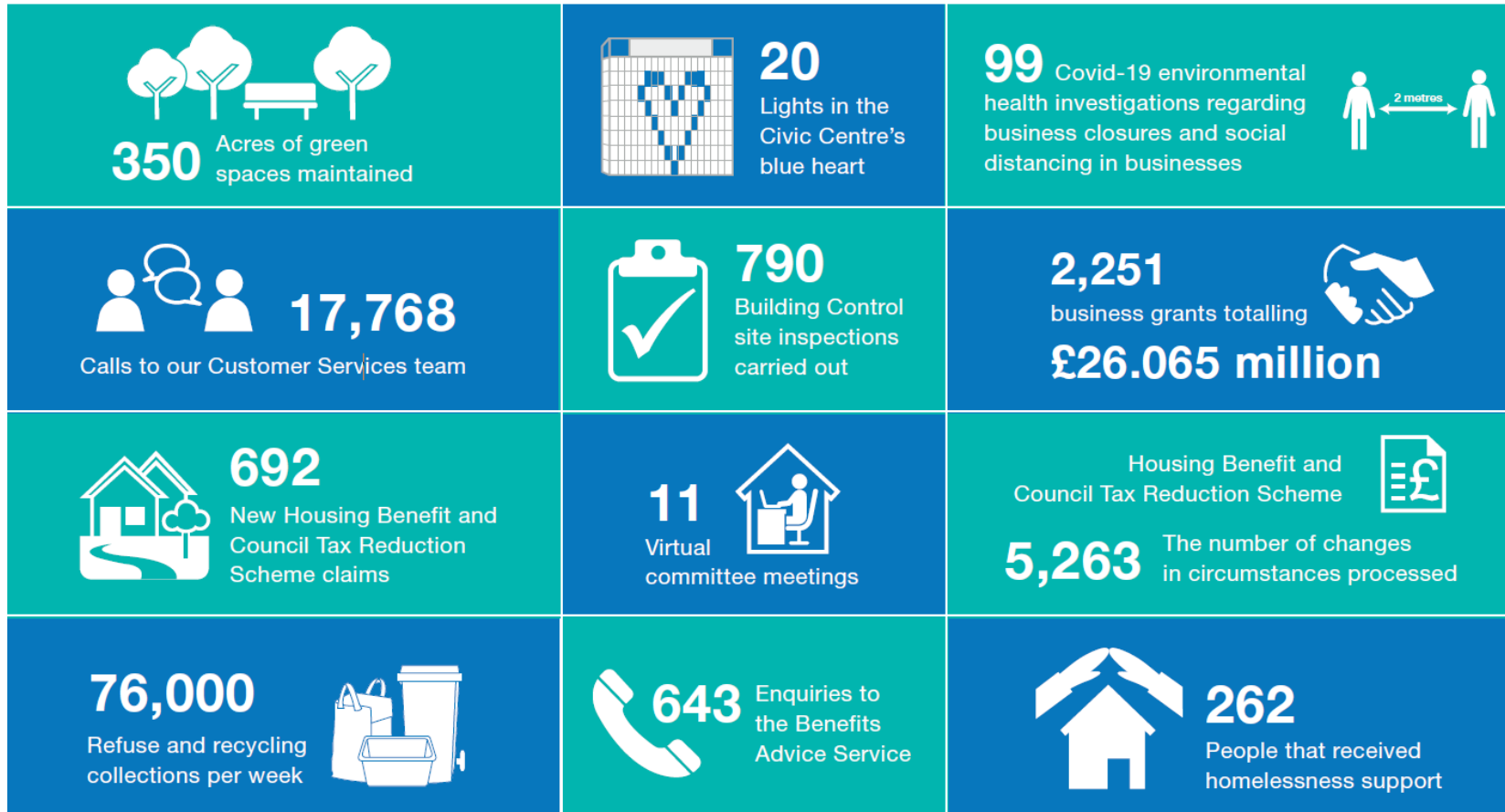
**8** PPE Appeal to Cumbrian organisations  
More than 50,000 items of PPE donated to NHS and care homes in early stages of pandemic following appeals to Cumbrian businesses and organisations.

**9** Creation of Saferlakes.co.uk  
150,000 unique users since launch.



# Supporting our Communities through Coronavirus

23 March - 12 June 2020



## Appendix E: Links to surveys and documents in report:

Weekly update on the COVID-19 situation in Cumbria:

<https://www.cumbria.gov.uk/publichealth/covid19outbreakcontrol.asp>

Local Outbreak Control Plan

<https://www.cumbria.gov.uk/publichealth/covid19outbreakcontrol.asp>

Health Protection Board

<https://www.cumbria.gov.uk/publichealth/covid19outbreakcontrol.asp>

The University of Cumbria has a **survey** for individuals survey running to capture people's experiences of coronavirus, and the effect it's having on them.

<https://cumbria.onlinesurveys.ac.uk/covid-19-social-research-survey>

Healthwatch Cumbria also has a **survey** for individuals which asks general questions about how people are affected as well as more specific questions on access to health services.

<https://healthwatchcumbria.co.uk/coronavirus/coronavirus-share-your-experience-with-our-survey/>



# Health and Wellbeing Scrutiny Panel

Agenda  
Item:  
**A.5**

Meeting Date: 08 October 2020  
Portfolio: Cross-cutting  
Key Decision: No  
Within Policy and Budget Framework  
Private/Public Public

Title: Corporate Peer Challenge – Focus on Scrutiny  
Report of: Overview and Scrutiny Officer  
Report Number: OS.21/20

**Purpose / Summary:**

The Panel requested a report to consider the Scrutiny specific implications of the corporate Peer Challenge at their meeting of 11 June 2020.  
This report highlights the key findings from the Corporate Peer Challenge with regard to scrutiny activity and outlines the steps that have been taken so far to respond to these findings.

**Recommendations:**

Members are asked to:

- Consider and agree a list of strategic priorities for Health and Wellbeing Scrutiny Panel.
- Consider initial steps taken, in the context of comments in the Corporate Peer Challenge and comment or make further recommendations.

**Tracking**

Executive:	<b>Not applicable</b>
Scrutiny:	<b>HWSP 08/10/20</b>
Council:	<b>Not applicable</b>

## **1. Background**

- 1.1 A Corporate Peer Challenge (CPC) is designed to complement and add value to a council's performance and improvement through a Local Government Association (LGA) sector-led improvement review. The Peer Challenge's core components focus on leadership, governance, corporate capacity and financial resilience, in addition to specific requirements tailored to the local needs of an authority.
- 1.2 The Council's previous CPC was undertaken in September 2014. The Leader and Chief Executive agreed that it was a good time to undertake the challenge following the move to revised ward boundaries and new administration in May 2019. It was envisaged that the CPC findings would inform the future planning for the authority and afford the opportunity to set out a new agenda for the 2020/21 financial year. In addition to the standard lines of inquiry, the CPC were asked to provide observations and feedback on the Council's approach to commercialisation and the effectiveness of the performance management arrangements.
- 1.3 The CPC report was published in April 2020 and included a series of recommendations for improvement. It is acknowledged within the report that, "the peer challenge on which this report is based took place before the Coronavirus pandemic was declared..... and does not anticipate or reflect on the significant additional challenges and demands this is placing on Carlisle City Council". The Council aims to develop an action plan to pick up on the issues identified in the report within the context of the priorities, timescales and resources of the ongoing response and recovery phases. This should also assist the Council in strengthening its capacity to respond in the longer term.

## **2. Recommendations**

- 2.1 It is requested that:
- The Panel consider and agree a list of strategic priorities for Health and Wellbeing Scrutiny Panel.
  - The Panel consider initial steps taken, in the context of comments in the Corporate Peer Challenge and comment or make further recommendations.

## **3. Summary of Corporate Peer Challenge findings on scrutiny**

- 3.1 The main recommendation from the Corporate Peer Challenge with regard to scrutiny was:

*"Review current arrangements for scrutiny and consider alternative options. This should enable more focused scrutiny of performance, implementation of decisions and contribution to the development of policy in priority areas. It*



*should consider how to support more timely decision making and take account of the reduction in the number of councillors since the 2018 boundary review.” (page 3, CPC)*

3.2 Further detail from within the report suggested that:  
*“Scrutiny activity should be re-focused on major issues and areas where input into policy development is being particularly sought or where scrutiny can make a positive difference to communities and the delivery of Council priorities.” (page 10, CPC)*

3.3 Scrutiny of budget proposals and performance were both highlighted as areas where scrutiny had the potential to add greater value. There were also comments around process driven consideration of reports leading to missed opportunities for influence and added value.

#### **4. Scrutiny Chairs Group view**

4.1 Scrutiny Chairs Group held a special meeting to focus on the findings of the Corporate Peer Challenge. Key points were:

- Work to strengthen Scrutiny activity in Carlisle will focus on developing strong, Member led work programmes.
- The Panels will not discuss the number of Panels, the make-up of Panels or meeting start times as these are all issues that have been subject to significant scrutiny discussion and consideration without a mutually satisfactory resolution in recent years.

Scrutiny Chairs Group are due to meet in October and will discuss feedback from the Panels on this issue and to review progress so far.

4.2 The Health and Wellbeing Chair and Vice Chair have proposed a list of priorities that impact the local community, which could benefit from Scrutiny from this Panel:

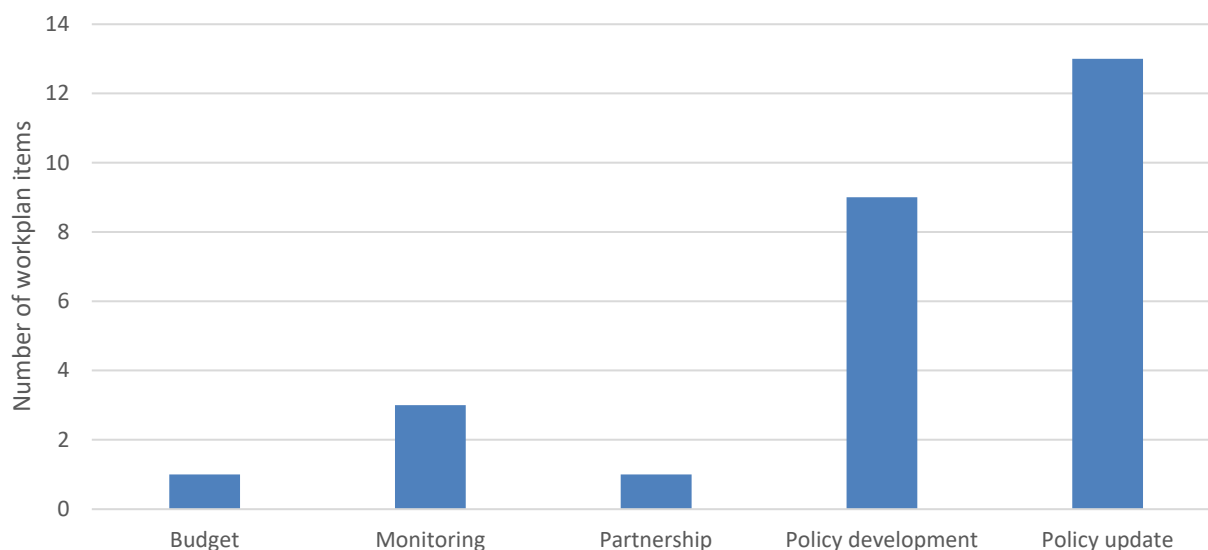
- Community Support
- Homelessness/Hostels/Homeless Prevention
- Disabled Access
- Environmental Health
- Sport & Leisure (including Development)
- Outdoor Recreation
- Neighbourhoods and Rural Support

4.3 The Panel are asked to consider these priorities and provide recommendations that will help to shape their work programme to reflect strategic priorities and the priorities of local communities.

## 5. Initial steps taken

- 5.1 The way that workplans are presented to the Panel has been adapted to show the type of scrutiny that each item will entail. This will help Chairs and Panel Members to focus Scrutiny on items where it can have a greater impact.
- 5.2 Scrutiny Chairs are undertaking more pre-meeting planning with the Overview and Scrutiny Officer and report writers to ensure that reports support the aims of scrutiny. Chairs pre-meeting planning also involves identifying any advice for the Panel to ensure that they operate as a team to focus scrutiny on key points and issues where scrutiny can have the greatest impact.
- 5.3 Work planning activity by the Panel will take place in their pre-meeting briefings. This will avoid taking up meeting time that could be spent on scrutiny and will allow a less formal discussion in order to produce an effective workplan.
- 5.4 The Panel are asked to consider initial steps taken, in the context of comments in the Peer Review and comment or make further recommendations.

### Graph to show current HWSP workplan by broad type of scrutiny



### Key to scrutiny types

**Budget** – scrutiny of budget proposals

**Monitoring** – monitoring performance

**Partnership** – information and discussion with external partner (Carlisle Partnership etc)

**Policy development** – scrutiny with potential to influence/ develop policy (includes Scrutiny Annual Report and this report)

**Policy update** – receiving information about existing policy or ongoing work

**Contact Officer: Rowan Jones**

**Email: rowan.jones@carlisle.gov.uk**

**Appendices Corporate Peer Challenge Report**

**attached to report:**

**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 -**

**FINANCE –**

**EQUALITY –**

**INFORMATION GOVERNANCE –**

# Corporate Peer Challenge **Carlisle City Council**

28<sup>th</sup> to 30<sup>th</sup> January 2020

Feedback Report

## 1. Executive Summary

In Carlisle there is a clear sense of pride of place, both for the city and wider district. Staff are proud to work for the Council and of its work for the area. The Council's ambition to be a regional centre and focus for investment is exciting and dynamic, and has the potential to be truly transformative for Carlisle and the region as a whole. The Council wants all its residents to be able to share the benefits of this, through increased opportunities - a greater choice of jobs, better housing and an enhanced environment through the Carlisle Plan. Delivery of that ambition is being enabled by excellent partnership working and relationships. One of the key partnerships is that for the Borderlands Inclusive Growth Deal, a unique deal including both the UK and Scottish Governments and councils on both sides of the border. Through this and other work, a wide range of partners consider that Carlisle is being "put on the map".

The Council benefits from a stable and experienced management and workforce, with both the political and managerial leadership being well regarded within the council and externally. There are good working relationships between officers and councillors – and strong cross party working. This has been valuable during a period of no overall control, with a Conservative minority administration. This followed all-out elections in May 2019 following a major Boundary review and a significant reduction in the number of councillors from 52 to 39.

The Council currently enjoys a relatively healthy financial position. A strong property asset base has also served the Council well, generating an income stream contributing around £4.3 million per annum to the net revenue account. Among the principal sources of rental income are The Lanes shopping centre and industrial estates, generating £1.1 million and £2.8 million respectively in 2018-19. Prudent financial management has led to underspends over a number of years, but the next step is to realign existing funding to a clear set of priorities to ensure the best use is made of the Council's resources.

The Council is therefore well placed to meet future challenges, including uncertainty around local government funding. But the Council should also look to change a number of elements of how it does business to best meet these challenges and take advantages of the opportunities which arise. The outward facing partnership work of the organisation is impressive and forward thinking, however aspects of governance, support services and the service delivery organisation require modernisation.

The Carlisle Plan 2015-18 needs to be updated. Agreeing the new Carlisle Plan will give a real opportunity to provide clarity on the priorities for the Council, as well as the desired outcomes for the district and to make sure resources follow these in the form of an aligned Medium Term Financial Plan (MTFP). Currently the approach to performance management appears process heavy and impact light. This should be streamlined and refocused around the priorities of the new Carlisle Plan at the corporate level and consideration given to how increase ownership of performance management at service and Directorate level.

18 Smith Square, London, SW1P 3HZ    [www.local.gov.uk](http://www.local.gov.uk)    Telephone 020 7664 3000    Email [info@local.gov.uk](mailto:info@local.gov.uk)

**Chief Executive:** Mark Lloyd

Local Government Association company number 11177145. Improvement and Development Agency for Local Government company number 03675577

Governance and decision making arrangements across the Council need to be reviewed so that these are timely and provide the necessary transparency and accountability. Such a review would also provide the opportunity to take account of the significant reduction in the number of Councillors following the Boundary review. There is a growing recognition that decision making in Carlisle is in some respects cumbersome. For example, scrutiny is not as well targeted as it could be. Overview & Scrutiny panels request reports on a range of matters under consideration by the Executive beyond those which form part of the Policy & Budget framework. Scrutiny activity should be re-focused on major issues and areas where input into policy development is being particularly sought or where scrutiny can make a positive difference to communities and the delivery of Council priorities. These refreshed arrangements should enable the organisation to be 'fleet of foot' and not tied down in process. In the member domain this should include consideration of the relationship between the Executive and scrutiny and how scrutiny can most effectively add value to decision making. In the officer domain this should include the value added by the Transformation Board and other boards. The Council's constitution should also be reviewed as part of this updating of governance arrangements. Simplifying decision making and other processes has the potential to make significant efficiency gains and release capacity that can be directed towards Council priorities.

To ensure the continuing health of the Council's finances, in the face of future uncertainties and to enable more resource to be directed towards priority areas, there is need for a clear and robust corporate savings plan which is implemented. Previously there has been a lack of urgency in actioning financial contingency plans, which if continued could lead to further pressure on reserves and missed opportunities to re-direct resources towards agreed priorities.

The Council has made progress in developing a more commercial approach to income generation and raising awareness of this aim. A clear definition and common understanding of what commercialisation means for Carlisle is required to take this agenda forward, underpinned by a strategy that establishes the organisation's risk appetite and the parameters for such commercial activity.

The Council's last corporate peer challenge in 2014 identified that the Council needed to better position itself as a partner. This would enable the Council to exert greater influence in delivering its priority of economic growth. The previous peer challenge also made a number of more internally focused recommendations to increase capacity to deliver the Carlisle Plan, including around performance management, delivering savings and more effective scrutiny. It is much to the Council's credit that it has made so much progress in its priority area of economic growth and regeneration and has significantly strengthened its partnership working. Continuing progress in this area needs to be balanced with some additional attention to modernising the Council's internal working arrangements to support this and sustain the standards of service delivery into the future.

It should be noted that the peer challenge on which this report is based took place before the Coronavirus pandemic was declared and councils became involved in the

emergency response to Covid-19. This report therefore does not anticipate or reflect on the significant additional challenges and demands this is placing on Carlisle City Council. However, the findings and recommendation presented here should assist the Council in strengthening its capacity to respond to the impacts of Covid-19 in the longer term.

## 2. Key recommendations

There are a range of suggestions and observations within the main section of the report that will inform some 'quick wins' and practical actions. The following are the peer team's key recommendations to the Council:

- a) **Develop and agree a new Carlisle Plan** to provide the Council's long term vision for the district and establish clear priorities to deliver this and give the framework for other strategic plans. Agreement on what is a priority or not a priority for the next three years and beyond will be important, underpinned by an aligned MTFP.
- b) **Undertake a comprehensive review of decision making processes, at both councillor and officer levels.** This should streamline decision-making, ensuring that all steps add value in terms of accountability and the quality of decision making. This should include the role and purpose of internal Boards and enable more timely decision making and release resources to be redirected at priority areas
- c) **Review current arrangements for scrutiny and consider alternative options.** This should enable more focused scrutiny of performance, implementation of decisions and contribution to the development of policy in priority areas. It should consider how to support more timely decision making and take account of the reduction in the number of councillors since the 2018 boundary review
- d) **Refresh and modernise the Council's Constitution, policies and procedures,** taking account of b) and c) above.
- e) **Develop and implement a robust savings and additional income plan** to close the funding gap. The gap is currently £1 million per annum and expected to rise. The plan should be supported by wider understanding of the financial challenges and enable resources to be better targeted at priorities and future investment plans
- f) **Undertake and implement the planned zero-based budget review** to enable resources to be better targeted at the priorities established by the new Carlisle Plan
- g) **Ensure that the review of IT service and development of the new IT strategy are completed and implemented.** ICT has been identified as a key capacity constraint and a capable and appropriately resourced IT function is required

- h) **Assess skills and capacity gaps and invest in corporate change and delivery capacity**, to ensure the delivery of key projects and corporate modernisation. Areas where additional investment may be required include digital, asset management, workforce development and project management
- i) **Develop a commercialisation strategy** which defines what commercialisation means in Carlisle, risk appetite and potential scope of commercial activity.
- j) **Refresh and streamline the approach to performance reporting and management** to give a clearer focus on Council priorities at corporate level and strengthen ownership of performance at service level, making more use of exception reporting.



### 3. Summary of the Peer Challenge approach

#### The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected your requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and agreed with you. The peers who delivered the peer challenge at Carlisle City Council were:

- **Patricia Hughes**, Joint Chief Executive - Hart DC (lead peer)
- **Duncan McGinty**, Leader - Sedgemoor DC (Conservative member peer)
- **Alyson Barnes**, Leader – Rossendale BC (Labour member peer)
- **James Howse**, Corporate Director of Resources - South Staffordshire DC
- **David Crowe**, Strategic Director - Local Partnerships
- **Olivia Lancaster**, Project Support Officer, LGA Productivity Team (shadow peer)
- **David Armin**, challenge manager, Local Government Association

#### Scope and focus

The peer team considered the following five questions which form the core components looked at by all Corporate Peer Challenges. These are the areas we believe are critical to councils' performance and improvement:

1. **Understanding of the local place and priority setting:** Does the council understand its local context and place and use that to inform a clear vision and set of priorities?
2. **Leadership of Place:** Does the council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?
3. **Organisational leadership and governance:** Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?
4. **Financial planning and viability:** Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
5. **Capacity to deliver:** Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes?

In addition to the core components, you asked the peer team to provide observations and feedback on the following:

- the council's approach to commercialisation
- the effectiveness of the council's performance management arrangements.

## The peer challenge process

It is important to stress that this was not an inspection. Peer challenges are improvement focused and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The current LGA sector-led improvement support offer includes an expectation that all councils will have a corporate peer challenge every 4 to 5 years. Carlisle City Council last had a corporate peer challenge in September 2014. Where relevant to do so, findings from that previous peer challenge have been referenced in this report.

The peer team prepared for the peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the Council and the challenges it is facing. The team then spent three days onsite at Carlisle, during which they:

- Spoke to around 100 people including a range of council staff together with councillors and external partners and stakeholders.
- Gathered information and views from more than 30 meetings and additional research and reading.
- Collectively spent more than 240 hours to determine their findings – the equivalent of one person spending more than six weeks in Carlisle.

This report provides a summary of the peer team's findings. It builds on the feedback presentation provided by the peer team at the end of their on-site visit (28<sup>th</sup> – 30<sup>th</sup> January 2020). In presenting feedback to you, they have done so as fellow local government officers and members, not professional consultants or inspectors. By its nature, the peer challenge is a snapshot in time. We appreciate that some of the feedback may be about things you are already addressing and progressing.

## 4. Feedback

### 4.1 Understanding of the local place and priority setting

The Council has a good understanding of Carlisle's location and the opportunities and challenges this presents. Carlisle has good national transport links by road and rail and is located close to both the Lake District National Park and the Scottish border. The Council has supported the development of Carlisle Airport for passenger flights. But it is also remote from major centres of population. At the time of the last peer challenge in 2014 this challenge was characterised as becoming 'a destination as well as a gateway'. It is evident that the Council, working with a number of partners, has made significant effort and progress towards that goal since then.

The Council is clear that its top priority is its place making role. This is underpinned by its understanding of the importance of the economy, skills and health agendas for Carlisle and the strategic role of the city as a regional centre for Cumbria and beyond. There is also recognition of the need to provide more housing as a driver for economic growth and attracting new residents, but also to ensure that vulnerable people can access safe, warm and affordable housing. This understanding of place is informed by good working relations with a range of other partners through the Carlisle Partnership.

The Council's leadership are clear about the three key projects to deliver on the place agenda, with widespread recognition of these among staff and partners. These 'Big 3' projects are as follows: Borderlands Inclusive Growth Deal (involving both the UK and Scottish governments and other major councils on both sides of the border); the Sands leisure centre redevelopment in Carlisle and development of the St Cuthbert's Garden Village (as part of the Government's Garden Village programme).

Carlisle remains vulnerable to flooding, although there are a number of schemes underway to reduce this risk. The last major flood event in the city was in 2015, and the impacts of this are still evident including to the ground floor of the Civic Centre which is still not available for use. In view of this, the Council has a specific financial reserve identified to reinstate Council owned flood affected assets (unfortunately there was further flooding in February 2020, shortly after this peer challenge took place).

Notwithstanding the clarity around the three key projects identified above, the Council's other priorities (and indeed non-priorities) are less clear. The Carlisle Plan 2015-18 sets out the previous administration's priorities for the place and Council and is yet to be updated. In part this is due to the change to a minority Conservative administration in May 2019 following the all-out elections after a major Boundary Review. The Council has a Corporate Plan 2018-21, which links together the key strategies and continues work on priorities from the old Carlisle Plan, but does not substitute for a refreshed vision for the area.

The development of the new Carlisle Plan provides a real opportunity to be clear about the Council's wider priorities and its long term vision. There has been some uncertainty about that vision for Carlisle in the context of Cumbria more generally, given the diminishing prospects for nuclear re-development in the west of the county. This would have had significant impact on the economy of Carlisle. It is now timely to review that vision, with the new Carlisle Plan providing the building blocks for a long term strategy.

The Council is beginning to consider the balance of focus between the urban and rural areas. Particular attention has been given to the City of Carlisle to date, given that it is the key economic driver. But it is now recognised that further attention should be given to the needs and potential of the rural areas of the district.

## 4.2 Leadership of Place

The Council is clearly now a strong leader of place and is driving a challenging and ambitious economic development agenda for Carlisle as a regional capital and for the wider Borderlands area. It has played a leading role in establishing a unique partnership – the Borderlands Inclusive Growth Deal. This has involved developing partnerships with UK and Scottish Governments and building on its relationships with Cumbria and Northumberland County Councils and with Dumfries and Galloway Council.

In this role it is well regarded by a number of external stakeholders across both the public and private sectors. The Council is seen as 'punching well above its weight', having developed significant influence and leverage for a district council. One person remarked 'over the last five years Carlisle has started acting like a city, not just a large town'. At the time of the last peer challenge one of the key themes emerging was for the Council to better position itself as a partner and exert greater influence over the economic growth agenda. It is evident that the Council and its leadership have made great strides in this area and Carlisle could well be regarded as an exemplar in this sphere.

This work as a leader of place is underpinned by strong and effective partnership working locally and across the region. This includes work with the local colleges including the University of Cumbria, public health and the CCG. The Carlisle Partnership, the district's Local Strategic Partnership, remains active. The Carlisle Ambassadors are noteworthy. They are people from business or other organisations with a stake in the area and who are interested in making a difference for the future growth and development of the City of Carlisle. They are seen as providing a strong and influential network for Carlisle.

The Council needs to ensure that it has sufficient capacity, including effective project management, for the delivery of major growth projects. Currently there is a reliance on a limited number of people to support the political and managerial leadership in the delivery of key projects. This gives rise to some risk around the resilience of project delivery. Effective partnership working to tap into specialist skills and

experience from other agencies for particular projects will continue to be part of the mix, but the Council needs to ensure that it has sufficient core project and financial management skills for project delivery.

With the Council's exceptional experience of building partnerships, there may now also be opportunities to use this to broker, unlock or explore improvements to joint working for the benefit of economic development across Cumbria, in conjunction with other districts and the County Council. This would provide a broadening of the Council's leadership role beyond the north of Cumbria and the borders area.

At the time of the peer challenge, local government re-organisation was becoming an active conversation again following the General Election in December 2019. In early February, a Government minister held discussions with councils across Cumbria about possible options for a unitary / combined authority structure. Carlisle should aim to be an influential but pragmatic participant in this debate, whilst not being distracted from its priority of delivering for the place and the provision of services to local residents.

### **4.3 Organisational leadership and governance**

Carlisle had a major boundary review in 2018, leading to a significant reduction in the number of councillors (from 52 to 39). An all-out election was held in May 2019 on the new ward boundaries this created. This led to the establishment of a minority Conservative administration, in place of the previous Labour majority. Elections by thirds will again be held from May 2020 onwards. This tight political balance, with elections also happening again within 12 months has led to some uncertainty about the future longer term direction of the Council and on agreement to the next set of priorities for the Council in the medium term. The continuity in delivery of the major projects and the priorities for the area despite this is noteworthy. This is a tribute to the managerial and political leadership across the Council as noted below.

The Leader and Chief Executive are well regarded and respected within the Council and externally. They both have great credibility. There are good relationships between the different political groups, which is helpful to continuity in delivering key projects and is a real asset for an authority with no overall control. There are also strong and effective member-officer relationships, with councillors having confidence in senior officers and in turn being respected by officers. There is a clear understanding of the respective roles of councillors and officers.

The senior management team is well established, experienced and knowledgeable – all have been in their current role for a number of years. This gives deep organisational memory and the opportunity to develop good working relationships. But there is always a risk with this that an organisation can become less open to new ideas or different ways of doing things. The Council recognises this and should continue to give attention to opportunities to learn from experience elsewhere and encourage innovation from within.

The Council has made real progress in delivering its ambitious external agenda, which is its top priority. But in contrast it has more work to do on the internal modernisation agenda which, in turn, should strengthen its capacity to deliver on that growth agenda.

The Council's decision making processes, at councillor level and also at officer level too, appear complex and may lead to loss of pace, momentum and potential opportunities such as grant funding bids which are subject to tight timescales. Scrutiny is not as well targeted as it could be. Overview & Scrutiny panels request reports on a range of matters under consideration by the Executive beyond those which form part of the Policy & Budget framework. Scrutiny activity should be re-focused on major issues and areas where input into policy development is being particularly sought or where scrutiny can make a positive difference to communities and the delivery of Council priorities. There are some instances of scrutiny adding value and influencing decisions of the Executive, but in the main it appears to be process-driven and focused around the consideration of reports. Extensive consideration of budget proposals at the three Scrutiny Panels has not led to changes to address the savings gap identified and similarly consideration of performance reports does not appear to be helping to drive action to address under-performance.

Effective oversight and scrutiny can make a real contribution to both policy development and implementation and good decision making. Scrutiny in Carlisle should continue to be active, but it needs to be well targeted at the Council's priorities and major decisions. Currently Carlisle has three Scrutiny Panels (Business & Transformation; Community; Economic Growth). An alternative arrangement which the Council may wish to consider would be a single scrutiny Committee which could then set up task and finish groups to look at the development of new policy or the performance of particular aspects of the Council's business, drawing on the relevant skills, experience and interests of different councillors.

Following the reduction in the number of members of the Council, there is apparently now some difficulty in getting councillors to serve on Scrutiny Panels and other committees. In the light of this, and the questions raised above regarding the effectiveness of aspects of decision making and scrutiny, a review of member governance arrangements would be timely. This should include scrutiny and help to establish greater clarity of purpose. A refresh of the Council's constitution, policies and procedures is also required, to bring these up to date and more streamlined. Examples of constitutions which take a more modern approach include Winchester (a District council) and Herfordshire, Maidstone and Rochdale among unitary and metropolitan authorities. More efficient decision-making and other processes would not only increase pace for the organisation but also release capacity that could be directed towards the Council's priorities. It would also mean that the Council is better placed to respond to opportunities that arise as it moves to adopt a more commercial approach. Carlisle may need to adopt streamlined decision making arrangements for matters which fall within the scope of its commercialisation strategy, when agreed.

The Council appears to be a benevolent organisation that can struggle to make difficult choices. The relatively healthy financial position to date, underpinned by a good asset base, may have made such decisions less pressing but there may well also be a cultural element. Examples of where the Council has not made difficult choices include charging for services (such as garden waste collection) and making cost savings (where undelivered savings targets have been carried forward into subsequent years – the MTFP reports a cumulative total of £1.24 million savings not yet delivered over the three years to 2018-19). It has also not fully and consistently embedded HR policies such as managing individual performance. There is an opportunity to provide clarity around accountability for delivering key agendas across the Council, underpinned by more focused performance reporting and management arrangements, to gain real traction so that priorities are delivered across the organisation. Performance management is discussed further in section 4.7 of this report.

#### **4.4 Financial planning and viability**

The Council benefits from a relatively sound financial position. It had a net revenue budget of £13.6m and useable general fund reserves of £10.2m in 2019-20. This position is assisted by a track record of spend within budget and strong asset base which has provided additional income of around £4.3m per annum that makes the Council less dependent on Council Tax and central government funding. It has also been very successful in accessing a range of external funding streams. The Director of Finance (sec 151 officer) and her colleagues are well respected across the Council. External audit has a positive view about the Council, its control environment and finance team.

Leaders have a good understanding of the risks and uncertainties around future local government funding. As noted above, additional income streams and scope to take further advantage of commercial opportunities may mitigate against some of the potential risks of the Government's Fair Funding Review. However, there is no room for complacency.

The savings gap of circa £1 million and rising (estimated to be £2.4m in 2024-5) is identified and well known, but in previous years this has been met through a combination of underspends on other budgets and use of reserves. A proportion of the underspending is due to spend slipping into subsequent years. A Strategic Finance Group (consisting of the Senior Management Team, the Leader and Finance portfolio holder) has been set-up to work through options and to prepare for tough choices. However, these will need to be seen through to implementation with more rigour than has been the case previously. Of the targeted £5m of efficiency savings over the three years from 2016-17 to 2018-19, £1.2m remain outstanding. There has been a lack of urgency in actioning financial contingency plans. A clear and robust savings plan is needed. This should be linked to internal modernisation which has the scope to release efficiency savings.

Whilst key members and officers understand the scale of future financial challenges, this is not yet widely understood. General fund balances are adequate, although the Council has been drawing on these in recent years. The five year MTFP to 2024-25 envisages that the level of general fund reserves will reduce, but remain above what the Council considers the minimum prudent level. The budget forecast 2020-21 assumes that use of reserves will contribute about £1m to the budget requirement. Given the scale of Carlisle's ambition, this may bring some additional risks which lead to an increased need to draw on reserves. Such risk could arise from major projects such as the Sands Centre redevelopment; the possibility of further investment to yield a return (in terms of both financial and social value) and more commercialisation, The Council has plans that will lead to a substantial increase in long term borrowing to finance capital investment. The Council's reserves need to be maintained at a level commensurate with this. More vigorously pursuing savings will provide greater scope to do this.

The Council should progress its planned zero base-budget review to ensure that the budget is challenged across all services, linked to the need to re-prioritise and align resources to priorities. Agreeing and adopting a new Carlisle Plan will provide the framework of priorities for this. The pattern of consistent underspends against budget suggests that there is scope to make better use of existing resources in delivering the Council's priorities.

There is scope to further strengthen financial management of major projects, which given the scale of investment involved have the potential to present a risk to the Council's finances. The Council is considering opportunities to take a more commercial approach to generate additional income. This will need to be linked to its financial strategy. An agreed approach to drive commercialisation needs to be reflected in the Capital Investment Strategy and the Asset Management Plan. Further discussion of potential approaches to commercialisation can be found in section 4.6 of this report.

## **4.5 Capacity to deliver**

The Council benefits from a committed, experienced and stable workforce, which is proud to work for Carlisle. It is able to resource key projects by pragmatic and effective use of capable people from across the service Directorates. It may now be timely for senior managers to re-engage with the workforce more generally to tap further into that commitment and experience. This could be used to give a clear indication of the future direction of the organisation (as determined by the new Carlisle Plan now in development) and the Council's priorities. There would also be scope to gain insight from staff on opportunities to modernise how the Council does business.

The Council's services are generally well performing. But they may be at risk in the future if the organisation does not modernise its approach to both the back office and service delivery.



The Council has recognised that it needs to strengthen its capacity to develop ICT systems and make better use of these to enable service delivery and customer access. It has bought in some consultancy support from another local authority to develop a new IT strategy and a new structure for the service. The draft IT Strategy is aligned to approaches being taken at other authorities and the organisation is eager to be part of this change. However, many people see ICT systems and the lack of capacity to develop them further as a significant constraint. The review of arrangements for the service and new IT strategy need to deliver a solution.

To be confident in delivering its ambitious growth agenda and sustain service performance more generally, the Council needs to assess skills and capacity gaps and invest in corporate change and delivery capacity. Areas where more capacity could well be required include ICT, digital, asset management, workforce development and project management. This will be required around both the 'Big 3' projects (ie. Borderlands Inclusive Growth Deal; Sands Centre re-development and St Cuthbert's Garden Village) and corporate transformation more generally.

Internally, the Council operates in quite a traditional, process-heavy way that can soak up capacity, through decision making and similar processes. Viewed positively, this should give rise to opportunities to make efficiency gains relatively easily without impacting on front-line service delivery. When the new Carlisle Plan is agreed, there will be further scope to identify areas to de-prioritise and modernise through service reviews with an 'invest to save' approach.

A number of cross-cutting forums such as in respect of transformation and commercialisation have been established to help take forward a council-wide approach. However, views on the effectiveness of these groups are mixed, with a number of people thinking they are not as effective as they need to be. They should now be re-set with a clear remit and accountability to make sure they deliver the outcomes desired by the Council.

#### **4.6 Commercialisation**

The Council has a strong track record in exploiting its asset base to generate a revenue stream of £4.3 million per annum. There is a clear intention from the Senior Management Team to drive commercialisation further. This is empowering staff to consider relevant opportunities and to have more confidence to propose and implement these. Clearly there are opportunities to think creatively in relation to a long term commercial strategy.

However, there is currently no clear or consistent view of what the organisation means by commercialisation. This needs to be documented in a clear commercial position statement / strategy document. This documentation needs to describe risk appetite; and the scale and type of ventures in which the Council is prepared to invest. Carlisle will wish to consider the geographical area in which investments can be made. This may not be unlimited, but could be within the Cumbria LEP or Borderlands Inclusive Growth Deal area to contribute to wider economic and social

development objectives. Examples of councils which have developed published commercialisation strategies include West Lindsay and South Somerset. The process of developing the strategy is as important as the document itself, as this gives the opportunity to develop thinking and reach agreement around the purpose, criteria and priorities for commercialisation.

Without endorsing or otherwise the particular investments and criteria for investment adopted by the [South Somerset commercial investment strategy](#), it does illustrate some of the key points which need to be resolved through the development of a strategy:

- A target rate of return for commercial investments
- A streamlined decision-making process for commercial investments
- Whether or not investments can go beyond property assets (e.g. renewable energy, housing developments for sale?)
- Projects which do not meet income generation criteria, but which do achieve a financial return along with other community benefits, should be considered under other appropriate strategy and policy (i.e. they are not treated as a commercial investment).

Mendip District Council developed its approach to commercialisation with support from the LGA's productivity experts programme. More information about this work is available at <https://www.local.gov.uk/commercialism-mendip-district-council> .

Bureaucracy is a barrier and the process of 'sign off' is putting the Council at a disadvantage when it comes to the market and wider commercial and funding opportunities. The wider review of the Council's decision making processes suggested elsewhere in this report should address this aspect of governance too, whilst ensuring that the relevant accountabilities and checks and balances concerning decision-making for potentially significant expenditure and / or long-term assets and liabilities are in place. Details of Sedgemoor District Council's approach to commercialisation can be found [here](#) including governance and decision-making arrangements.

There may be a need to establish a new Council-wide cross cutting commercialisation group to identify and prioritise opportunities, with clear leadership and accountability. This should have clear terms of reference (including contributing to the development of the commercialisation strategy) and have a higher profile than the previous group. This could provide the forum for staff to suggest commercialisation opportunities and enable guidelines around the Council's risk appetite and parameters for investment to be worked up on the basis of practical examples. It could also provide another forum for greater engagement between senior managers and the wider staff group.

## 4.7 Performance management

The Council's corporate policy team is making use of the Sharepoint suite of on-line tools to collate performance information. This gives the potential to share performance information more widely. Some data is uploaded automatically to the system, but most still needs to be provided by services and then keyed-in by the corporate team. Comprehensive guidance has been produced to help services in the development of performance indicators (PIs) and data quality. There is awareness of the potential of the system to make performance information more widely available and to engage people more in its use, and for further analysis of data including predictive analytics. However, it is acknowledged that this potential is largely unexploited at the moment. The recent appointment of a data analyst apprentice will provide additional capacity to do this.

A large volume of PIs are produced. These include Service Standards (first introduced in 2012) which relate to measures judged important to the public and likely to impact on satisfaction with the Council. There are also 'KPIs' which relate to service plans and updates on delivery of key corporate projects under the Carlisle Plan. Efforts are made to ensure that these are 'SMART' measures. A quarterly performance report is presented to SMT, the Scrutiny Panels and then the Executive. This includes some commentary and a brief covering report highlighting exceptions.

The approach to performance reporting and management is comprehensive and in many respects systematic, but it is not as effective or impactful as the Council would wish. It is also not fully owned by Directorates and services. The large volume of PIs mainly relate to 'business as usual' or are derived from the former national PI set, rather than priority projects and change agenda. This can make it difficult 'to see the wood for the trees'. The centrally driven process of collating and reporting performance is giving rise to a sense that services are feeding the 'corporate machine'. The cycle for reporting performance leads to delays, particularly for the Executive which receives reports after the three Scrutiny Panels (and so formally receive quarterly reports over two months after the quarter end). There is not a clear process for improvement actions in response to adverse performance and the peer team found limited evidence of service improvement being driven by reported performance. Individual performance management appears to be underdeveloped too.

The Council should take stock of its current approach to question if it is adding real value rather than simply following a process. Development of the new Carlisle Plan provides the opportunity to refocus corporate performance reporting around priority areas. The bulk of the existing PI set could be reported and managed at service / Directorate level, with exception only reporting at corporate level for PIs impacting on key service standards. The sharepoint application could be developed to enable inputting and reporting at service level to foster greater ownership of performance management across the organisation.

## 5. Next steps

### Immediate next steps

We appreciate the senior managerial and political leadership will want to reflect on the findings within this report in order to determine how the organisation wishes to take things forward.

To support you in your improvement journey, the Peer Team have identified a number of key recommendations, some of which you may already have in hand. We welcome your response to these recommendations within the next three months through the development of an action plan.

Your Principal Adviser, Claire Hogan, [claire.hogan@local.gov.uk](mailto:claire.hogan@local.gov.uk), will be in contact to assist the council going forward and to provide additional support, advice and guidance on any areas for development and improvement and she will be happy to discuss this.

In the meantime, we are keen to continue the relationship we have formed with the Council throughout the peer challenge. We will endeavour to provide signposting to examples of practice and further information and guidance about the issues we have raised in this report to help inform ongoing consideration.

### Follow up visit

The LGA Corporate Peer Challenge process includes a follow up visit. The purpose of the visit is to help the Council assess the impact of the peer challenge and demonstrate the progress it has made against the areas of improvement and development identified by the peer team. It is a lighter-touch version of the original visit and does not necessarily involve all members of the original peer team. The timing of the visit is determined by the Council. Our expectation is that it will occur within the next 2 years.

### Next Corporate Peer Challenge

The current LGA sector-led improvement support offer includes an expectation that all councils will have a Corporate Peer Challenge or Finance Peer Review every 4 to 5 years. It is therefore anticipated that the Council will commission their next peer challenge before February 2025.

# Health and Wellbeing Scrutiny Panel

Agenda  
Item:  
**A.6**

Meeting Date: 08 October 2020  
 Portfolio: Cross-cutting  
 Key Decision: No  
 Within Policy and Budget Framework  
 Private/Public: Public  
 Title: Overview Report  
 Report of: Overview and Scrutiny Officer  
 Report Number: OS.22/20

**Purpose / Summary:**

This report provides an overview of matters related to the Scrutiny Panel’s work. It also includes the latest version of the work programme.

**Recommendations:**

Members are asked to:

- Note the items (within Panel remit) on the most recent Notice of Key Executive Decisions
- Review the current work programme and resolutions and make recommendations for the future work programme

**Tracking**

Executive:	<b>Not applicable</b>
Scrutiny:	<b>HWSP 08/10/20</b>
Council:	<b>Not applicable</b>

## 1. Notice of Key Decisions

1.1 At the time of writing this Overview Report, the most recent Notice of Key Executive Decisions was published on 11 September 2020. This was circulated to all Members. The following items fall within the remit of this Panel:

*Items which are included in the Panel's Work Programme:*

- KD 01/20 – Local Environment (Climate Change) Strategy
- KD 07/20 - Homelessness and Rough Sleeping Strategy 2021 to 2026
- KD 24/20 – Tullie House Business Plan
- KD 25/20- Budget Process 2021/22 – 2025/26

*Items which are not included in the Panel's Work Programme:*

- None

## 2. References from Executive

2.1 None

## 3. Progress on resolutions from previous meetings

3.1 The following table sets out the meeting date and resolution that require following up. The status is presented as either “completed”, “pending” (date expected), or “outstanding”. An item is considered outstanding if no update or progress has been made after three panel meetings. All the completed actions will be removed from the list following the meeting.

	<b>Meeting date</b>	<b>Minute reference</b>	<b>Action</b>	<b>Status</b>
1	09/01/20	HWSP 07/20	2) b): Support a diverse workforce by improving the equality data of the recruitment and retention processes	Complete
2	20/02/20	HWSP 15/20	1) That the draft Local Environment (Climate Change) Strategy be included in a future Informal Briefing for all Members of the Council.	Pending
3	27/08/20	HWSP 42/20	2) That a further updated report be scheduled in the Panel's Work Programme for April 2021 meeting.  3) That Mr Rice circulate information to the Panel on the numbers who participated in the Healthwise scheme.	Pending  Pending
4	27/08/20	HWSP	1) That the Policy and Communications Manager	Pending

		43/20	<p>circulate the following to the Panel:</p> <p>i) A breakdown of the types of waste recycled in Quarter 1;</p> <p>ii) a comparison of the Council's performance of the recycling of garden waste with Copeland Borough Council in Quarter 1;</p> <p>iii) A summary of the actions delivered and those outstanding from the 2015 – 18 Carlisle Plan.</p> <p>2) That the Panel work with Officers on the content of future Performance Reports.</p>	Pending
5	27/08/20	HWSP 44/20	<p>1) That the Policy and Communications Manager circulate to the Panel:</p> <p>i) Further detail on the data set relating to disability and recruitment;</p> <p>ii) Information regarding the continuation of post in the Improving The Private Rented Sector – Tackling Rogue project</p> <p>2) That the Policy and Communications Manager consider how nil-responses on the equalities form be named in future reports.</p>	Pending  Pending

## 5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

**5.1** The overview and scrutiny of the Carlisle Plan items that match the panel remit contribute to ongoing policy development.

**Contact Officer:** Rowan Jones

**Ext:** rowan.jones@carlisle.gov.uk

**Appendices  
attached to report:**

**1. Draft Scrutiny Panel Work Programme 2020-21**

**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 -**

**FINANCE –**

**EQUALITY –** This report raises no explicit issues relating to the public sector Equality Duty.

**INFORMATION GOVERNANCE –**



## APPENDIX 1: Draft Health and Wellbeing Scrutiny Panel Work Programme 2020-21

Title	Type of Scrutiny	Lead Officer	Meeting Date
Scrutiny Annual Report 2019/20	Policy development	Rowan Jones	11/06/2020
End of Year Performance Report - for information	For info report	Gary Oliver	June 2020
Food Law Enforcement Plan – for information	For info report		June 2020
Introduction to Health and Wellbeing Team including Sport Development	Policy update	Luke Leathers	16/07/2020
Emergency Planning and Resilience for Covid-19	Policy development	Steven O'Keeffe	16/07/2020
Allocations Policy and Equality Impact Assessment	Policy development	Gareth Torrens	16/07/2020
Greenwich Leisure Ltd	Policy update	Gary Oliver	27/08/2020
Performance Report - Q1	Monitoring	Gary Oliver	27/08/2020
Redevelopment of the Sands Centre Update	Policy update	Darren Crossley	27/08/2020
Annual Equality Report & Action Plan	Policy update	Rebecca Tibbs	27/08/2020
Sands Centre Redevelopment Project - special meeting	Policy Update	Darren Crossley	17/09/2020
Air Quality Monitoring	For info report	Scott Burns	Oct 2020
Strategic Framework for Culture in Carlisle	For info report	Darren Crossley	Oct 2020
Housing Grants and Supporting Hospitals	Policy update	Scott Burns	08/10/2020
Cycling Walking Infrastructure Plans (CWIPS)	Policy update	Darren Crossley	08/10/2020
Corporate Peer Challenge	Policy development		08/10/2020
Emergency Planning and Evolving Approach to Community Engagement and Climate Change	Policy update	Steven O'Keeffe	08/10/2020
Homelessness Strategy Workshop	Policy development	Tammie Rhodes	03/11/2020
Tullie House Business Plan	Policy update	Darren Crossley	19/11/2020
Budget Setting	Budget	Alison Taylor	19/11/2020
Interagency Homelessness Strategy	Policy development	Tammie Rhodes	19/11/2020
Performance Report - Q2	Monitoring	Gary Oliver	19/11/2020
Local Environment (Climate Change) Strategy	Policy development	Jane Meek/ Steven O'Keeffe	14/01/2021
Active Spaces Review	Policy update	Luke Leathers	14/01/2020
Community Centre Update	Policy update	Luke Leathers	14/01/2021
Green Spaces Strategy - update	Policy update	Phil Gray	14/01/2021
Performance Report - Q3	Monitoring	Gary Oliver	25/02/2021
Scrutiny Annual Report 2019/20	Policy development	Rowan Jones	08/04/2021
Draft Healthy City Strategy	Policy development	Luke Leathers	Not scheduled
Enforcement Strategy	Policy update	Colin Bowley	Not scheduled
Carlisle Partnership	Partnership	Emma Dixon	Not scheduled

