

Report to Health & Wellbeing Scrutiny Panel

Meeting Date:	2 nd September 2021
Portfolio:	Finance, Governance and Resources
Key Decision:	No
Within Policy and	Yes
Budget Framework	
Public / Private	Public
Title:	QUARTER 1 PERFORMANCE REPORT 2021/22
Report of:	Policy and Communications Manager
Report Number:	PC 34-21

Purpose / Summary:

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

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

Recommendations:

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

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

Tracking

1. BACKGROUND

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

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

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

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

1.5 Summary of KPIs and Service Standards:

Service Standards – 0 'red', 0 'amber' and 3 'green' KPIs – 0 'red', 1 'amber', 5 'green'

Summary of Exceptions (RED)

None

1.6 Performance Reporting Task and Finish Group

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

1.6.1 Aims of the Task and Finish Group were:

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

1.6.2 Membership:

Members: Cllr Keith Mellor (EGSP Vice Chair(VC)) Cllr James Bainbridge (BTSP Chair) Cllr Pamela Birks (BTSP VC) Cllr Christine Finlayson (HWSP VC) Cllr Jeanette Whalen (HWSP)

Co-opted Members: Gary Oliver (Policy and Performance Officer) (Chair) Rowan Jones (Overview and Scrutiny Officer) Ross Blakemore (Data Analyst Apprentice)

1.6.3 The group met in January, February and June 2021 and the following recommendations were made and will be shared with all three Panels:

- Quarterly reports should be lighter, but end of year reports will still be the full report, including potential use of infographics and benchmarking where possible (ALL)
- Consider stretch targets for next year (2022/23) in a January 2022 review (BTSP)
- For the Carlisle Plan 2021-23, the governance arrangements and key project information be shared with the Panels and then going forward, light updates, exceptions and measures of success to be reported on (ALL)
- Service Standards remove acronyms and use plain English (ALL)

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

2. PROPOSALS

As detailed in the Task and Finish Group recommendations

3. RISKS

None

4. CONSULTATION

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

5. CONCLUSION AND REASONS FOR RECOMMENDATIONS

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

6. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

Detail in the report.

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Appendices attached to report: Performance Dashboard

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

None

CORPORATE IMPLICATIONS:

LEGAL - This report raises no explicit legal issues.

FINANCE - This report raises no explicit financial issues

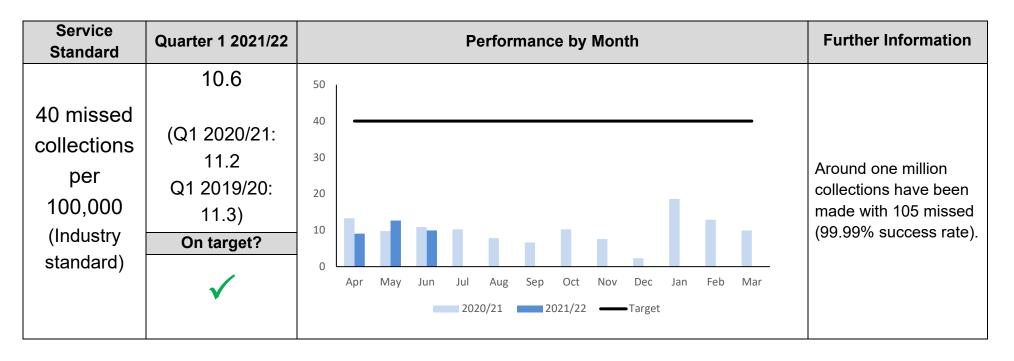
EQUALITY – This report raises no explicit issues relating to the Public Sector Equality Duty.

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

Section 1: Service Standards 2021/22

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

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

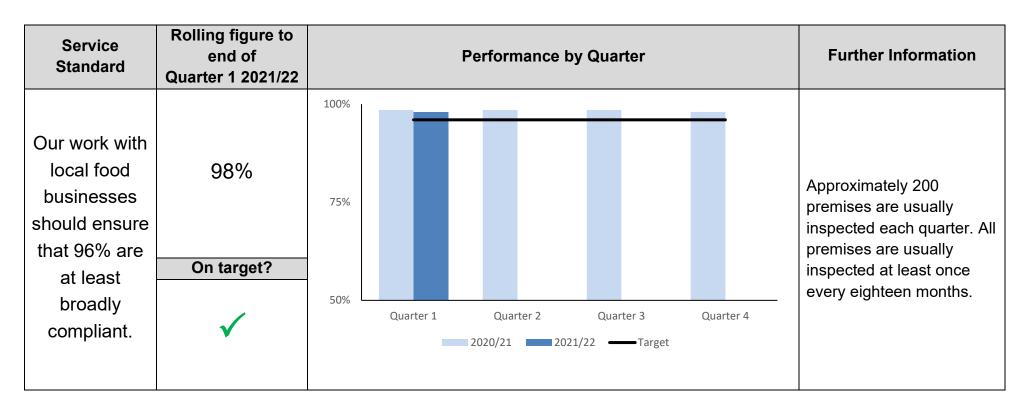


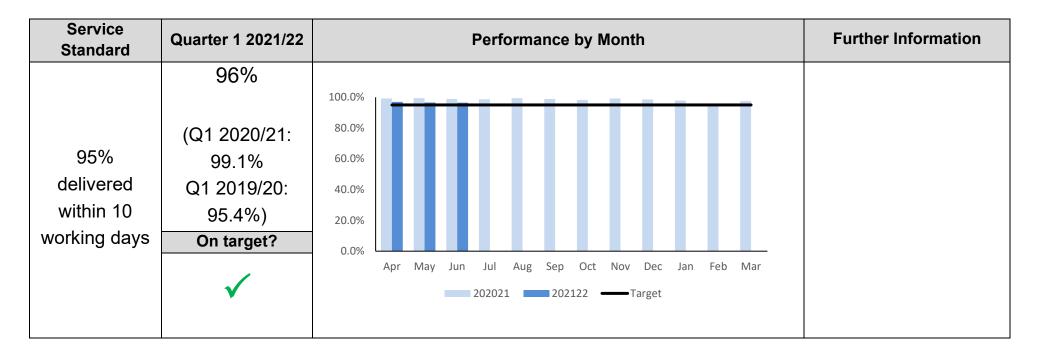
SS02: Proportion of waste or recycling collections missed (valid)

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

Service Standard	Quarter 1 2021/22	Performance by Month	Further Information
Target to be confirmed (local and national targets under consideration)	57.8% (Q1 2020/21: 53.7%) On target?	80% 70% 60% 50% 40% 30% 20% 10% 0%	
		Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar 2020/21 2021/22	

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





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

Section 2: Key Performance Indicators (KPIs)

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

Throughout 2020/21, a link to the online customer satisfaction survey was available on the Council's website and promoted via social media. The following table is a summary of the results. When confidence levels for this year and last are taken into account, there is only one change from 2019/20 satisfaction levels. This is in relation to parks and open spaces and is shown below. The results of the most recent LGA survey are also included and Carlisle is broadly in line with the national average.

Question	Sample size	Proportion who answered Very Satisfied/Satisfied for satisfaction questions or Improved/Stayed the Same for change questions	Confidence Interval at 95% Confidence Level	2019/20 Performance	LGA Survey
Overall satisfaction with how well Carlisle City Council is running things	343	72.6%	5.3%	71%	68%
Satisfaction with Carlisle's street cleanliness	340	73.2%	5.3%	68%	68%
Perception of changes to customer's neighbourhood street cleanliness over last three years	333	75.5%	5.4%	69%	N/A
Satisfaction with the Council's Waste and Recycling Collection Service	320	76.4%	5.5%	84%	80%
Perception of changes to the Waste and Recycling Service over the last three years	319	77.8%	5.5%	85%	N/A
Satisfaction with the Council's parks and open spaces	310	73.8%	5.6%	89%	81%
Perception of changes to the parks and open spaces over the last three years	309	73.5%	5.6%	84%	N/A
Satisfaction with the Council's leisure facilities	302	61.8%	5.6%	62%	61%

Perception of changes to the leisure facilities over the last three years	300	63.0%	5.7%	65%	N/A
Satisfaction with Council-run events	249	92.3%	6.2%	91%	N/A
Perception of changes to Council-run events over the last three years	249	94.4%	6.2%	86%	N/A
Satisfaction with the Old Fire Station	N/A	N/A	N/A	97%	N/A

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

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

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

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

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

Code	Measure	Comments
CSe03	Average weight (Kg) of domestic non-recycled waste collected per house	Changed to an annual measure and will be incorporated into Carlisle Plan Key Action 12 Developing the new Cumbria Waste Strategy
CSe05	Proportion of all Carlisle waste recycled (including partners)	Now Service Standard SS03
CSe08	Litres of fuel used by Council fleet	Changed to an annual measure and will be incorporated into Carlisle Plan Key Action 10 Delivering the Local Environment (Climate Change) Strategy
CSe12b	Proportion of acts of offensive graffiti responded to in full within 1 working day	None reported for over three years so changed to annual reporting
CSe18	Actual Old Fire Station (OFS) revenue as a percentage of OFS expenditure (including recharges).	OFS measures will recommence when the OFS reopens or as part of any
CSe19	Old Fire Station count of event attendees (direct count of ticket sales)	future contract monitoring
CSe26	Proportion of allotment sites that are self-managed.	Changed to an annual measure and will be incorporated into Carlisle Plan Key
CSe27	Proportion of allotment plots that are occupied.	Action 5: Delivering the Phase VII World Health Organisation Healthy City Plan

CSe29	Percentage of play area safety inspection completed on time.	Changed to annual reporting
CSe32a	Number of high risk areas that are covered by a Community Emergency Plan	All high risk areas now covered by plans
CSe32b	Number of high risk areas that are covered by a Cumbria Resilience Forum Plan	so these measures will no longer be reported on

The remaining KPIs are attached as a dashboard.

Section 3: Draft Carlisle Plan 2021-23 Actions

The new draft Carlisle Plan covers the period 2021 to 2023 and is currently being consulted on. The public consultation is due to end on 6 August. Results of this consultation will be reported to Executive on 31 August and the final version of the Plan will be recommended for adoption by Council. Many of the key actions have already started to be delivered and the table below provides a baseline position on the progress to date for the actions within the Panel's remit.

Once the Plan has been formally adopted, the next steps will be to work up the project timelines and success measures.

Key Action	Project Activity
5 Delivering the Phase VII World Health Organisation Healthy City Plan	 Space to Talk. Delivery of a collaborative project of Carlisle City Council, Give A Day to the City, Carlisle Network, Carlisle Health Care and Carlisle Vineyard Church to give people an opportunity to talk about the impact of the Pandemic. To date, the partnership has held approximately 35 sessions (outside of lockdown) in the City Centre, with 15 to 20 repeat visitors on average, plus up to 80 new people interacting per session.
	Thriving Communities. A partnership project between Tullie House, Carlisle City Council, Cumbria Wildlife Trust, Carlisle Health Care, Prism Arts, North Cumbria Integrated Care Trust along with others to increase social connectedness.
	 Active Spaces. Encouraging physical activity and development through the provision of play and recreation facilities. Recent work includes a refurbishment of play facilities at Hammonds Pond, upgrading of Hunters Crescent, Garlands play area and a beginner's "pump" bike track at Dale End Field.
	Carlisle Holidays and Activity Partnership (CHAP). Through the CHAP Carlisle City Council are supporting local community groups and third sector organisations

Key Action	Project Activity
	to develop a coordinated and strategic approach to holiday provision across the City and District, both for summer 2021 and in the longer term
	 Holiday Activity Fund. The City Council sits on the steering group and decision panel of the Carlisle Holiday Activity Fund (HAF) (for summer activities for children and young people within the City and District during the summer of 2021).
	Social Prescribing:
	Physical Activity on Referral scheme –
	A group has formed from both the County and the City Councils alongside representatives from Acute Healthcare, North Cumbria Primary Care, CVS, Social Prescribers, Clinical Leaders and Active Cumbria. The partners are working together to look at what currently is being delivered and identify the gaps and how these could be met. The intention is to involve community groups and private providers to look at local provision.
	Long Covid Pathways –
	The Healthy City Team are linking with a variety of external organisations and social prescribers to look at exercise on referral. This work will focus on bringing physical activity into our communities.
	 Restarting Walking for Health programme. These well-loved guided walks re- started on the 23rd of June with seven more planned over the summer.

Key Action	Project Activity
	• Food Carlisle. Food Carlisle are working on a variety of community food growing projects. The aim of the project is to evaluate methods of soil restoration, demonstrate good practice as well as support people in need. The intention is for any surplus produce grown on the site to be donated to the various Affordable Food Hubs in Carlisle. There is a variety of fruit and veg being grown on these sites which will support the Food Hubs in providing a variety of healthy food.
	• Sports Hardship fund. A joint project with Cumbria County Council to fund sport and physical activity clubs in need of support and to deliver projects to support communities coming as we come out of the pandemic
	 Community Events. Delivery of Health and Wellbeing Fair in Bitts Park and Hawker Market in the City Centre. There have also been three outdoor theatre performances at Talkin Tarn Country Park.
6 Delivering The Sands Centre Redevelopment project	 In week 34 of 98 for the main works programme. The excavation for the foundations and swimming pools are complete. The concreting work for the swimming pools and building foundations are underway. The support structure for the pool spectator gallery and stairs are now in place. The primary steel frame has been erected on the pool hall and the street areas. The project is on track, but we are now encountering and trying to mitigate the effects of Covid-19 and Brexit on the workforce and supply chain.
7 Support the delivery of partnership plans	Deliver the National Lottery funded Place Standard programme to engage with local communities across the district to identify and work together on addressing local issues of concern:

Key Action	Project Activity
	The delivery of the Place Standard Programme has had to continue differently due to Covid. A progress and performance report was submitted to the National Lottery in July 2021 – within this a year's extension was requested. This has been granted and praise given to the report and progress given Covid.
	Develop and deliver an application to the National Lottery Fund to seek support for a project that will improve our ways of securing and delivering community funding programmes:
	The Carlisle Partnership is working with The National Lottery Fund to deliver a collaborative funding pilot to test a new approach to investing in our civil society. A cross sector focus group has been set up to take this project forward and has since submitted a funding proposal to the National Lottery Reaching Communities Fund. The proposal will be considered at the initial review panel on Wednesday 28th July 2021, with feedback on the outcome expected by Friday that same week. If successful the focus group will progress with a full application.
	Work with key partners to build on the work of the Carlisle Resilience Group and develop a stronger communities' network that can continue to support residents to participate in community action:
	Work continues to support Community resilience across Carlisle and continues to be co- chaired by Cumbria County Council and Carlisle City Council, as we move in and out of response and recovery. We have worked to establish and align 4 subgroups linked to recovery work. A draft proposal for a new community's network is being developed that has been shared via LEADS. The network would build on the good joint council, partner rand community relationships that have been developed throughout the pandemic.

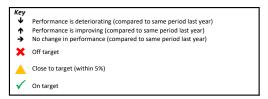
Key Action	Project Activity
8 Delivering the Homelessness Prevention	Following publication in April 2021, a new strategic board and operational delivery group
and Rough Sleepers Strategy	has been established to oversee the delivery of the strategic priorities and action plan.
	The strategic board will meet every 6 months; and the subgroup every 2 months.
9 Delivering the private sector housing	Housing and Pollution had 181 live disabled facilities grants (DFGs) to process on the
standards to include a range of grants,	30th June 2021. 31 of these were approved between the 1st April and the 30th June and
advice, support and regulation	36 were completed between the 1st April and 30 June 2021. Homelife had approved 131
	discretionary DFGs and completed 63 in the first quarter period. The majority of housing
	and pollution DFGs are for stairlifts, level access showers and ramps. The majority of
	Homelife grants are for deep cleans to allow a person to return home, gas safety works and home insulation works.
	and nome insulation works.
	There have been 15 applications approved for the empty homes grants although none
	had been completed in the first quarter.
10 Delivering the Local Environment	An update on the six month action plan has been to both Health & Wellbeing Scrutiny
(Climate Change) Strategy	Panel and Economic Growth Scrutiny Panel. The strategy and action plan are currently
	undergoing an internal audit and the ongoing performance monitoring has been
	discussed at the Performance Reporting Task and Finish Group.
	The ZCCP Local Authority Coordinator is now preparing a weekly digest of climate
	change updates, which is being shared with all staff and Members through the CEO's
	email briefing.
	Neighbourhood Services have hosted supplier days from suppliers of electric vehicle
	charging points, for the Council's car parks and fleet depot. Progress continues with the
	Fleet Strategy with two electric bikes being prepared as pool bikes.

Key Action	Project Activity
11 Delivering the Green Spaces Strategy and supporting the delivery of the Local Cycling and Walking Infrastructure Plan (CWIP)	 Managing Green Space for Biodiversity. Work continues at The Swifts with our partner, Cumbria Wildlife Trust, to transform The Swifts into a site for urban nature with the meadow areas being sown over the summer the meadow areas are being sown. The Green Spaces and Grounds Maintenance teams are trialling areas for reduced grass cutting to encourage a more diverse habitat. Fellfoot Forward at Talkin Tarn. Funding was obtained through Fellfoot Forward to bring environmental education back to the Tarn. Various education packs have been written linking into the key stages of the national curriculum. Green Spaces Volunteers. The Green Spaces Volunteer team are back up and running after Covid-19 restrictions with sessions, consisting of small conservation tasks, every other week during the summer and weekly sessions over autumn and winter.
	• Cycling and Walking projects. The City Council is working in partnership with Cumbria County Council to deliver the Cycling and Walking Infrastructure Plan (C-WIP). The first project to appear on the ground will be a new shared path from the Sands Centre to the Memorial Bridge along the river Eden to help improve accessibility for all users. The project is on Carlisle City Council land and is being delivered by Cumbria County Council through their Environment Fund.
12 Developing the new Cumbria Waste Strategy	This item is led by Cumbria County Council as the Waste Disposal Authority. Through the Cumbria Strategic Waste Partnership, a draft interim Joint Municipal Waste Management Strategy has been prepared and is currently being shared with each district council as part of the consultation. It is scheduled for consideration by JMT at its meeting on Monday 27 September 2021. Feedback from this consultation will be presented back to the Cumbria Strategic Waste Members Group later this year.

Key Action	Project Activity					
	 The interim or transitional strategy is designed to bridge the gap from the current strategy which is now out of date to the development of a longer term strategy once there is more clarification over a number of key issues: Local Government Re-organisation Changes arising from the Government's Resources and Waste Management Strategy: Introduction of mandatory, weekly, separate food waste collections The impact of Producer responsibility Consistency in recycling collections Introduction of Deposit Return Schemes 					
	The detailed impact of these changes is not known at this time but could be significant. There are likely to be extra burdens on local authorities that Government has so far indicated that it will fund. There are also potential impacts in loss of revenue from recycling, possible changes to the recycling credits scheme, which of course would be impacted by LGR, as well as the need to introduce new services and possibly change other collection regimes. The presentation to JMT in September will cover all of these issues as well as the Interim Strategy.					
	Food waste collections is already flagged as a risk given the costs of setting up and running this service. The other burdens and impacts of the Government's Waste Strategy will also be flagged as the detail becomes clearer.					
13 Supporting the delivery of the Carlisle Cultural Framework	A draft framework has been presented to the culture group for discussion and the feedback from partners will help develop a final version.					



Health & Wellbeing Scrutiny Panel Performance Dashboard Quarter 1 2021/22



On Target?	New Code	Measure	Performance Q1 2021/22	Performance Q1 2020/21	Performance Q1 2019/20 (pre-Covid)	Trend	Target	Comments
✓	CSe04	Revenue gained from household waste recycling collected	£ 219,682	£ 155,154	£ 122,083	1	£ 120,331	
N/A	CSe10a	Number of Fixed Penalty Notices issued for fly tipping	2	2	5	+	Info only	
N/A	CSe10b	Number of Fixed Penalty Notices issued for littering	33	3	20	≯	Info only	Including 'Littering from a Vehicle'
N/A	CSe10c	Number of Fixed Penalty Notices issued for dog fouling	2	0	0	1	Info only	
N/A	CSe10d	Number of Fixed Penalty Notices issued for abandoned vehicles	0	0	0	•	Info only	
N/A	CSe11a	Number of counts/reports of fly tipping	307	195	114	↑	Info only	
N/A	CSe11b	Number of counts/reports of littering	51	5	16	1	Info only	
N/A	CSe11c	Number of counts/reports of dog fouling	30	26	53	↑	Info only	
N/A	CSe11d	Number of counts/reports of graffiti	5	0	3	1	Info only	
N/A	CSe11e	Number of counts/reports of abandoned vehicles	99	60	92	1	Info only	
	CSe12a	Proportion of acts of fly tipping responded to in full within 5 working days	96.1%	99.5%	100%	¥	100%	
✓	CSe12c	Proportion of abandoned vehicles initially investigated within 5 working days	100%	98.3%	98%	1	100%	
 ✓ 	CSe24	Actual Bereavement Services revenue as a percentage of Bereavement Services expenditure	157.4%	190.8%	141%	↓	156.3%	
✓	CSe25	Actual Talkin Tarn revenue as a percentage of Talkin Tarn expenditure	127.8%	10.3%	102%	↑	85.1%	
✓	GRS06	Proportion of public health service requests (pest control, noise, smells, house conditions) responded to within the target response times.	91%	93%	87%	¥	90%	
N/A	GRS10	Proportion of food hygiene inspections completed as scheduled	N/A	100%	88%	N/A	90%	The FSA inspection plan restarts on the 1st July