

AGENDA

Health & Wellbeing Scrutiny Panel

Thursday, 02 September 2021 AT 10:00

In the Council Chamber, Civic Centre, Carlisle, CA3 8QG

****A pre meeting for Members to prepare for the Panel will
take place 45 minutes before the meeting****

The Press and Public are welcome to attend for the
consideration of any items which are public.

Members of the Health & Wellbeing Scrutiny Panel

Councillor Paton (Chair), Councillors Mrs Finlayson (Vice-Chair), Glover, Mrs
McKerrell, Shepherd, Sunter, Mrs Tarbitt, Miss Whalen.

Substitutes:

Alcroft, Atkinson, Bainbridge, Birks, Mrs Bowman, Brown, Collier, Ms Ellis-
Williams, Mrs Glendinning, Lishman, Meller, Mrs Mitchell, Mitchelson, Morton,
Ms Patrick, Robson, Miss Sherriff, Southward, Dr Tickner, and Tinnion.

PART A

To be considered when the Public and Press are present

APOLOGIES FOR ABSENCE

To receive apologies for absence and notification of substitutions

DECLARATIONS OF INTEREST

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

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 - 12

The Chair will move the minutes of the meeting held on 22 July 2021 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 ANNUAL EQUALITY REPORT 2020/21 AND EQUALITY ACTION PLAN 2021

**13 -
46**

Portfolio:	Communities, Health and Wellbeing
Directorate:	Community Services
Officer:	Steven O'Keeffe, Policy and Communications Manager
Report:	PC.29/21 herewith

Background:

The Policy and Communications Manager to submit the Annual Equality report 2020/21 and the Equality Action Plan 2021.

Why is this item on the agenda?

Monitoring report.

What is the Panel being asked to do?

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

A.3 QUARTER 1 PERFORMANCE REPORT 2021/22

**47 -
66**

Portfolio:	Finance, Governance and Resources
Directorate:	Community Services
Officer:	Gary Oliver, Policy and Performance Officer
Report:	PC.34/21 herewith

Background:

The Policy and Communications Manager to submit a report containing the Quarter 1 2021/22 performance against current Service Standards and a summary of the Carlisle Plan 2016-19 actions as defined in the 'plan on a page'. Performance against the Panel's 2021/22 Key Performance Indicators are also included. The recommendations of the Member Task and Finish Group on performance are also included.

Why is this item on the agenda?

Quarterly monitoring of performance.

What is the Panel being asked to do?

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

A.4 COVID 19 RECOVERY STRATEGY AND PARTNERSHIP UPDATE**67 -
108**

Portfolio:	Cross Cutting
Directorate:	Community Services
Officer:	Steven O'Keeffe, Policy and Communications Manager
Report:	PC.31/21 herewith

Background:

The Deputy Chief Executive to submit a report providing an update on the ongoing recovery from the Covid 19 pandemic.

Why is this item on the agenda?

Item agreed by the Chair.

What is the Panel being asked to do?

Note and comment on the Recovery Strategy and the organisational and partnership work on recovery.

A.5 SANDS CENTRE REDEVELOPMENT – PLANNING PROGRAMMES**109 -
116**

Portfolio:	Leader, Cross Cutting
Directorate:	Community Services
Officer:	Darren Crossley, Deputy Chief Executive
Report:	CS.35/21 herewith

Background:

The Deputy Chief Executive to submit a report providing an update on the current progress of the redevelopment of the Sands Centre site.

Why is this item on the agenda?

Item agreed by Chair.

What is the Panel being asked to do?

Review the report, note the progress and provide feedback.

A.6 **OVERVIEW REPORT**

117 -
120

Portfolio:	Cross Cutting
Directorate:	Cross Cutting
Officer:	Rowan Jones, Overview and Scrutiny Officer
Report:	OS.22/21 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 2021/22 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 items within Panel remit on the most recent Notice of Executive Key Decisions;
- Note the current Work Programme.

PART B

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

-NIL-

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

HEALTH AND WELLBEING SCRUTINY PANEL

THURSDAY 22 JULY 2021 AT 10.00AM

PRESENT: Councillor Mrs Finlayson (Vice Chair), Councillors Ms Ellis-Williams (as substitute for Councillor Miss Whalen), Glover, Mrs McKerrell, Shepherd, Sunter and Mrs Tarbitt.

ALSO

PRESENT: Councillor Ellis, Finance, Governance and Resources Portfolio Holder
Jane Maggs, Chair of Food Carlisle

OFFICERS: Deputy Chief Executive
Policy and Communications Manager
Carlisle Sustainable Food City Co-ordinator
Policy and Performance Officer

HWSP.44/21 APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf Councillors Paton and Miss Whalen.

HWSP.45/21 DECLARATIONS OF INTEREST

No declarations of interest were submitted.

HWSP.46/21 PUBLIC AND PRESS

RESOLVED - 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.47/21 MINUTES OF PREVIOUS MEETINGS

RESOLVED - That it be noted that, Council at its meeting of 20 July 2021 received and adopted the minutes of the meetings held on 8 April and 10 June 2021. The Vice Chair signed the minute book 48(1).

HWSP.48/21 CALL IN OF DECISIONS

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

HWSP.49/21 CARLISLE PLAN 2021-23

The Policy and Communications Manager gave an overview of the progress made regarding the adoption of a new Carlisle Plan, which formed part of the Council's Policy Framework (PC.25/21).

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

- In discussing the consultation a Member asked:
if it would be possible to amend the questions to add some closed response questions?
would the Panel have the opportunity to view the consultation responses?
could the consultation responses be monitored to give an idea of the demographic of responders?

The Policy and Communications Manager responded that the questions had been amended following suggestions from the Business and Transformation Scrutiny Panel, he agreed to look at the questions and create a blend of open and closed questions. He added that a summary of the consultation responses would be prepared for the Executive and could be shared with the Panel and he agreed to look at how the responses could be monitored to profile where they were coming from.

- The Panel had, at their meeting in April, had concerns that the words “prosperity being the most important determinant of health and wellbeing” had been included in the Plan and felt that the word ‘most’ could be changed to ‘an important’. The Member questioned whether this had been considered by the Executive and, if so, why it had not been changed.

The Deputy Chief Executive responded that it was difficult to determine what the most important driver for a good quality of life was and prosperity reflected the direction of the Executive. The feedback had been that work, employment and level of salary was important and was highlighted at the start of the document, this also tied in with the future aspirations of the City.

The Finance, Governance and Resources Portfolio Holder added that the term would not be changed. He felt strongly that an impoverished city could not improve the health and wellbeing of its citizens and that prosperity was a driver for everything else.

The Panel asked that the Executive reconsider the comments of the Health and Wellbeing Scrutiny Panel and the Business and Transformation Scrutiny Panel and re word the line to ‘prosperity is an important determinant of health and wellbeing’.

- The Plan only made one reference to mental health. The pandemic had affected the mental health of many people and the Plan should have clear steps to show how the Council supported mental health, managing and addressing mental health were two separate issues which needed to be dealt with as such.

The Deputy Chief Executive highlighted a number of areas which the Council worked, with partners, to manage and support mental health issues. He agreed to include some of the key areas within the Plan.

- The Local Government Reform announcement had been made and it was suggested that Copeland and Allerdale Councils Plans be considered to begin the process of aligning the vision for the new Council footprint.
- Could a timeline for projects be included within the Plan?

The Policy and Communications Manager informed the Panel that the Executive had asked for an overview map to be prepared which would show the area of investments and the outcomes. The Business and Transformation Scrutiny Panel had asked for a timeline of projects to be prepared alongside the map; this would be important during the Local Government Reorganisation to drive the projects.

The Deputy Chief Executive explained that the period the Plan covered had taken into account the Local Government Reorganisation, although the Plan was up to 2023 the projects contained within it would continue far past that year.

- A Member was concerned that the Plan’s only reference to the rural area was the development of the Rural Strategy.

The Policy and Communications Manager informed the Panel that the Business and Transformation Scrutiny Panel had raised the same issue. The Rural Strategy would be a separate detailed Strategy prepared by the Corporate Director of Economic Development.

RESOLVED – 1) That the Panel had considered and commented on the draft Carlisle Plan (PC.25/21)

2) That the consultation responses summary be circulated to the Panel at the relevant time.

3) The Panel asked the Executive to reconsider the comments of the Health and Wellbeing Scrutiny Panel and the Business and Transformation Scrutiny Panel and re word the line 'prosperity being the most important determinant of health and wellbeing' to 'prosperity is an important determined of health and wellbeing.

HWSP.50/21 SUSTAINABLE FOOD PLACES – FOOD CARLISLE FROM BRONZE TO SILVER

The Carlisle Sustainable Food City Co-ordinator provided an update on the progress of Food Carlisle, a Sustainable Food Places (SFP) Partnership, who were working towards achieving silver SFP status. Carlisle City Council were one of the partners of Food Carlisle (CS.29/21).

The Carlisle Sustainable Food City Co-ordinator gave a very detailed overview of Sustainable Food Places Partnership programme which brought together pioneering food partnerships across the UK. The Partnership drove innovation and best practice on all aspects of healthy and sustainable food by providing funding opportunities, support, guidance and national campaigns. Food Carlisle was part of the Partnership and strived to be a beacon of good practice to inspire others.

The Carlisle Sustainable Food City Co-ordinator set out how the bronze SFP award had been achieved and the benefits of the silver award to local communities. She detailed some key points summarising the achievements made including the establishment of a community 'no dig' allotment; support to the Affordable Food Hubs in Carlisle; support to community allotments; and funding for the Plant, Food and Wellbeing Fair which centred around caring for ourselves and the planet.

The Carlisle Sustainable Food City Co-ordinator outlined Food Carlisle's future programme of work which would be based around the criteria to achieve the silver status.

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

- The Panel thanked the Carlisle Sustainable Food City Co-ordinator for her detailed and informative presentation.
- Were there plans to expand the Community Growing projects and how would they help address food poverty?

The Carlisle Sustainable Food City Co-ordinator confirmed that there were plans to have more allotments next year with the hope that surplus produce would go to those in need at the affordable food hubs and the food bank, work would also be undertaken with community centres to carry out food growing projects.

- A Member congratulated Food Carlisle on the Plant, Food and Wellbeing Fair and made some suggestions to encourage even more people to attend future events.

The Chair of Food Carlisle explained that the Plant, Food and Wellbeing Fair had been delayed due to the pandemic and was the first public event after lockdown. The event was kept relatively small as it was unknown how confident people would be in attending an event and to minimise the impact of any further cancellations. The attendance had been better than expected and would be expanded in the future.

- The Carlisle Plan included a vision to improve health and wellbeing against the rising challenges of climate change. It was suggested that Food Carlisle raise awareness of a vegan diet and the impact it had in reducing personal carbon footprints.

The Chair of Food Carlisle highlighted the processed nature of some vegan foods and the impact that had on health. She commented on the local fruit and vegetable schemes that were being used and agreed that they should be publicised better.

The Carlisle Sustainable Food City Co-ordinator added that work was being undertaken to reinstate the Healthy Option Award for local restaurants and cafes, this will include how local produce was being used to reduce the carbon footprint. Work was also underway to introduce affordable vegan options through the affordable food hubs.

- How would local and micro producers be encouraged and supported to grow and benefit the health of the local community?

The Chair of Food Carlisle responded that Food Carlisle were looking at the resilience for local businesses. During the pandemic many suppliers delivered to homes, however, due to the geography of Cumbria this could be a large delivery area. Food Carlisle was trying to identify ways to keep the delivery of local produce going in a different way. One example of this would be to mirror a successful format of producers bringing local produce to the affordable food hubs where everyone could shop, there the community could purchase the food and any larger donations would then subsidise those who could not normally afford such products.

The Deputy Chief Executive explained that procurement processes with large investors were difficult for local businesses and there needed to be a policy level lead to support investment in the local economy and the health and wellbeing of local people. Schemes such as everyone buying at affordable food hubs could result in long term changes to access to food and the skills to prepare the food as well as elevate the local economy.

The Finance, Governance and Resources Portfolio Holder asked what research had been carried out to determine the percentage of produce consumed in Cumbria compared to the amount of produce grown.

The Chair of Food Carlisle confirmed that the work had been carried out in 2016, a recent study had shown that if every farm had one acre growing vegetables there would be enough to feed everyone. Food Carlisle had been working with local farmers to encourage them to give up an acre but there needed to be a shift in the way people ate for this to work on a large scale.

- How was the Council involved in the delivery of the projects outlined within the report and aspirations of Food Carlisle?

The Deputy Chief Executive responded that the City Council was a partner in Food Carlisle and provided resources through the Carlisle Sustainable Food City Co-ordinator and would lead through an all policies approach, as well as providing support and advice on matters such as procurement.

- The Panel supported the drive to achieve the silver award and asked what would be required to achieve it?

The Chair of Food Carlisle stated that the bronze award had been achieved by monitoring and reporting on the work already being undertaken in the area. The silver award moved towards Food Carlisle instigating projects. She felt it would be difficult to achieve but there were many projects that were being supported by Food Carlisle.

RESOLVED – That the Panel supported Food Carlisle in working towards the Silver Sustainable Food Places award (CS.29/21).

HWSP.51/21 OVERVIEW REPORT

The Policy and Performance Officer presented report OS.19/21 providing an overview of matters relating to the work of the Health and Wellbeing Scrutiny Panel.

The Panel requested that the following matters be included in their work programme:

- Turkish Baths feasibility study in September with a visit to the Turkish Baths before it was scrutinised.
- Old Fire Station Update

The Panel discussed the Local Government Reorganisation Announcement. They understood that the Scrutiny Chairs Group would be meeting to discuss the announcement and asked them to consider the following:

- That the Future Scrutiny Arrangements Task and Finish Group should not progress. That no changes be made to the scrutiny arrangements for the final year as the City Council;
- That it was critical that staff were supported and any anxiety they had be minimised where possible;
- That the local communities and organisations that relied on the City Council, such as Tullie House, Community Centres and Parish Councils be reassured that the Council would continue to provide support and services;
- That dialogue be started with scrutiny panels at the other three authorities to build a relationship and shared goals for the future.

RESOLVED – 1) That report OS.19/21 be received.

2) That the following matters be added to the Panel's Work Programme:

- Turkish Baths feasibility study in September with a visit to the Turkish Baths before it was scrutinised.
- Old Fire Station Update

3) That the comments of the Panel, as detailed above, be passed to the Scrutiny Chairs Group for their next meeting.

[The meeting ended at 11.43am]

Report to Health and Wellbeing Scrutiny Panel

Item
A.2

Meeting Date: 2 September 2021
Portfolio: Communities, Health and Wellbeing
Key Decision: No
Within Policy and Budget Framework YES
Public / Private Public

Title: ANNUAL EQUALITY REPORT 2020/21 AND EQUALITY ACTION PLAN 2021
Report of: Policy and Communications Manager
Report Number: PC 29/21

Purpose / Summary:

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

Recommendations:

Scrutiny is asked to:

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

Tracking

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

1. BACKGROUND

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

2. PROPOSALS

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

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

3. RISKS

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

4. CONSULTATION

- 4.1 The Annual Equality Report has been reported to managers and the Senior Management Team.

5. CONCLUSION AND REASONS FOR RECOMMENDATIONS

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

6. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

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

Contact Officer: Steven O'Keeffe

Ext: 7258

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

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

- **None**

CORPORATE IMPLICATIONS:

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

FINANCE – None

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

INFORMATION GOVERNANCE – None

Carlisle City Council

Annual Equality Report 2020/21 and Equality Action Plan 2021

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Introduction

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

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

Key data - workforce profile

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

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

Sex

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

Ethnicity

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

Age

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

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

¹ Staff who have multiple posts are counted twice.

Disability

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

Workforce profile

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

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

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

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

Employee support

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

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

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

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

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

Examples of other support and training offered to staff included:

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

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

Training and development

Staff training

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

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

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

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

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

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

Overall equality training

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

Equality training courses

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

SkillGate (e-learning)

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

Member training

Members attended a range of equality related training courses:

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

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

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

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

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

Recruitment and selection

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

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

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

Application summary

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

Equality monitoring information March 2020 to April 2021

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

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

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

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

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

Equality impact assessment, consultation and engagement

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

Carlisle Investment Plan consultation (July to August 2020)

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

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

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

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

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

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

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

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

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

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

Budget Consultation (December 2020 - January 2021)

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

Surveys

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

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

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

Partnership working and service provision

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

Cumbria Local Resilience Forum

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

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

Homeless Prevention and Accommodation Services (HPAS)

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

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

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

Domestic abuse placements in emergency accommodation during coronavirus

Homeless Prevention and Accommodation Services assisted:

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

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

Next Steps Accommodation Funding

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

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

Disabled Facilities Grants

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

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

Warm Homes Fund Project

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

Wraparound Support for Children and Young People

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

Space to Talk

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

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

Thriving Communities Fund

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

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

Civic Centre ground floor redevelopment

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

Strategic Framework for Culture in Carlisle

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

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

Customer satisfaction

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

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

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

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

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

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

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

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

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

Complaints

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

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

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

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

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

⁸ [PC 23/21, End of Year Performance Report 2020/21, Executive, 5 July 2021](#)

Equality objectives 2020-24

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

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

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

Equality Action Plan 2021

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

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

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

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

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

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

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

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

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

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

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

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

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

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

¹⁰ 2020 Office for National Statistics

¹¹ Census 2011

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

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

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

Pregnancy and Maternity

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

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

Pay details	Carlisle City Council March 2019	Carlisle City Council March 2020	Carlisle City Council March 2021	Average of CIPFA near neighbours 2020/21 ¹²
Women's mean hourly rate*	3.5% lower than men's	1.5% lower than men's	2.2% lower than men's	2.9% lower than men's
Women's median hourly rate**	9.5% higher than men's	9.2% higher than men's	11.7% higher than men's	1.9% higher than men's
Upper quartile				
Females	46.4%	46.5%	46.1%	47.8%
Males	53.6%	53.5%	53.9%	52.2%
Upper middle quartile				
Females	60.0%	61.4%	60.5%	54.0%
Males	40.0%	38.6%	39.5%	46.0%
Lower middle quartile				
Females	56.4%	51.8% [#]	62.3%	54.1%
Males	43.6%	48.3% [#]	37.7%	45.9%
Lower quartile				
Females	40.4%	37.7%	33.3%	47.3%
Males	59.6%	62.3%	66.7%	52.7%

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

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

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

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

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

Report to Health & Wellbeing Scrutiny Panel

Item
A.3

Meeting Date: 2nd September 2021
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework: Yes
Public / Private: Public

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

Tracking

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

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.

Contact Officer: Gary Oliver

Ext: 7430

Appendices attached to report:

Performance Dashboard

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

- None

CORPORATE IMPLICATIONS:

LEGAL - This report raises no explicit legal issues.

FINANCE – This report raises no explicit financial issues

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

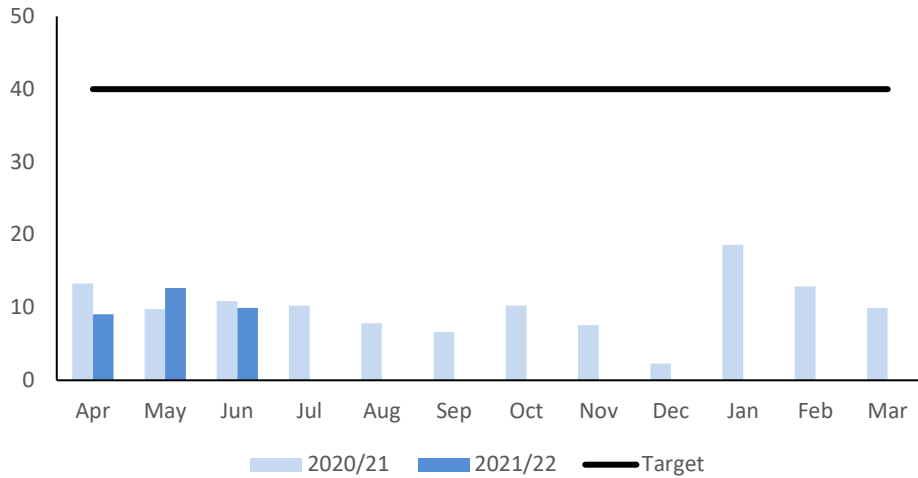

INFORMATION GOVERNANCE – This report raises no explicit issues relating to Information Governance.

Section 1: Service Standards 2021/22

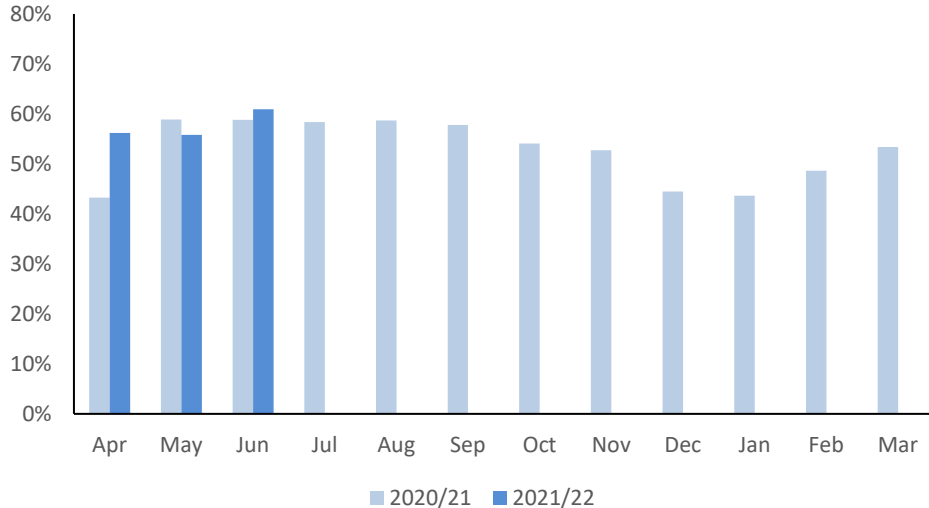
Service Standards were introduced in 2012 after consultation with Service Managers, DMTs, SMT and JMT. Five further measures were introduced from Quarter 2 2017/18 and all are reviewed during Quarter 3 each year as part of the service planning process. Service Standards are the measures judged to be 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.

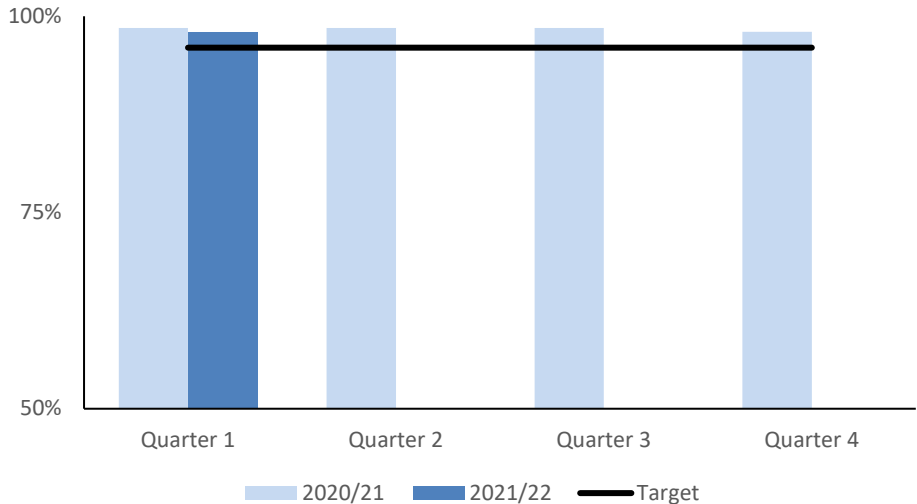
SS02: Proportion of waste or recycling collections missed (valid)

Service Standard	Quarter 1 2021/22	Performance by Month	Further Information
40 missed collections per 100,000 (Industry standard)	10.6		Around one million collections have been made with 105 missed (99.99% success rate).
	(Q1 2020/21: 11.2 Q1 2019/20: 11.3)		
	On target? 		

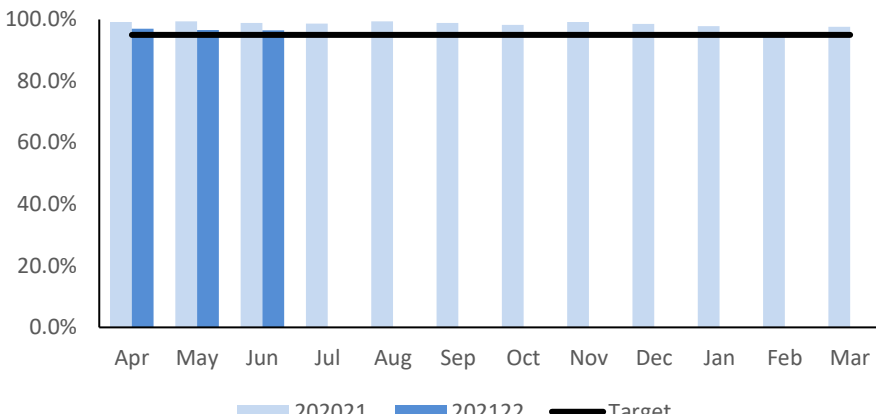
SS03: Percentage of household waste sent for recycling (including bring sites) **now including Household Waste and Recycling Centres at Bousteads Grassing and Brampton**

Service Standard	Quarter 1 2021/22	Performance by Month	Further Information																																							
Target to be confirmed (local and national targets under consideration)	57.8% (Q1 2020/21: 53.7%)	 <table><caption>Monthly Performance Data (Estimated)</caption><thead><tr><th>Month</th><th>2020/21 (%)</th><th>2021/22 (%)</th></tr></thead><tbody><tr><td>Apr</td><td>43%</td><td>56%</td></tr><tr><td>May</td><td>59%</td><td>56%</td></tr><tr><td>Jun</td><td>59%</td><td>61%</td></tr><tr><td>Jul</td><td>59%</td><td>-</td></tr><tr><td>Aug</td><td>59%</td><td>-</td></tr><tr><td>Sep</td><td>58%</td><td>-</td></tr><tr><td>Oct</td><td>54%</td><td>-</td></tr><tr><td>Nov</td><td>53%</td><td>-</td></tr><tr><td>Dec</td><td>44%</td><td>-</td></tr><tr><td>Jan</td><td>43%</td><td>-</td></tr><tr><td>Feb</td><td>49%</td><td>-</td></tr><tr><td>Mar</td><td>53%</td><td>-</td></tr></tbody></table>	Month	2020/21 (%)	2021/22 (%)	Apr	43%	56%	May	59%	56%	Jun	59%	61%	Jul	59%	-	Aug	59%	-	Sep	58%	-	Oct	54%	-	Nov	53%	-	Dec	44%	-	Jan	43%	-	Feb	49%	-	Mar	53%	-	
	Month		2020/21 (%)	2021/22 (%)																																						
	Apr		43%	56%																																						
May	59%	56%																																								
Jun	59%	61%																																								
Jul	59%	-																																								
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Dec	44%	-																																								
Jan	43%	-																																								
Feb	49%	-																																								
Mar	53%	-																																								
On target?																																										

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

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

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

Service Standard	Quarter 1 2021/22	Performance by Month	Further Information
95% delivered within 10 working days	96%	 <p>100.0% 80.0% 60.0% 40.0% 20.0% 0.0%</p> <p>Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar</p> <p>202021 202122 Target</p>	
	(Q1 2020/21: 99.1% Q1 2019/20: 95.4%)		
	On target?		
	✓		

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 future contract monitoring
CSe19	Old Fire Station count of event attendees (direct count of ticket sales)	
CSe26	Proportion of allotment sites that are self-managed.	Changed to an annual measure and will be incorporated into Carlisle Plan Key Action 5: Delivering the Phase VII World Health Organisation Healthy City Plan
CSe27	Proportion of allotment plots that are occupied.	

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

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	<ul style="list-style-type: none">• Space to Talk. Delivery of a collaborative project of Carlisle City Council, Give A Day to the City, Carlisle Network, Carlisle Health Care and Carlisle Vineyard Church to give people an opportunity to talk about the impact of the Pandemic. To date, the partnership has held approximately 35 sessions (outside of lockdown) in the City Centre, with 15 to 20 repeat visitors on average, plus up to 80 new people interacting per session.• Thriving Communities. A partnership project between Tullie House, Carlisle City Council, Cumbria Wildlife Trust, Carlisle Health Care, Prism Arts, North Cumbria Integrated Care Trust along with others to increase social connectedness.• Active Spaces. Encouraging physical activity and development through the provision of play and recreation facilities. Recent work includes a refurbishment of play facilities at Hammonds Pond, upgrading of Hunters Crescent, Garlands play area and a beginner's "pump" bike track at Dale End Field.• Carlisle Holidays and Activity Partnership (CHAP). Through the CHAP Carlisle City Council are supporting local community groups and third sector organisations

Key Action	Project Activity
	<p>to develop a coordinated and strategic approach to holiday provision across the City and District, both for summer 2021 and in the longer term</p> <ul style="list-style-type: none"> • 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: <p>Physical Activity on Referral scheme –</p> <p>A group has formed from both the County and the City Councils alongside representatives from Acute Healthcare, North Cumbria Primary Care, CVS, Social Prescribers, Clinical Leaders and Active Cumbria. The partners are working together to look at what currently is being delivered and identify the gaps and how these could be met. The intention is to involve community groups and private providers to look at local provision.</p> <p>Long Covid Pathways –</p> <p>The Healthy City Team are linking with a variety of external organisations and social prescribers to look at exercise on referral. This work will focus on bringing physical activity into our communities.</p> <ul style="list-style-type: none"> • 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
	<ul style="list-style-type: none"> • 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	<p>In week 34 of 98 for the main works programme.</p> <ul style="list-style-type: none"> • The excavation for the foundations and swimming pools are complete. The concreting work for the swimming pools and building foundations are underway. The support structure for the pool spectator gallery and stairs are now in place. • The primary steel frame has been erected on the pool hall and the street areas. • The project is on track, but we are now encountering and trying to mitigate the effects of Covid-19 and Brexit on the workforce and supply chain.
7 Support the delivery of partnership plans	<p>Deliver the National Lottery funded Place Standard programme to engage with local communities across the district to identify and work together on addressing local issues of concern:</p>

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

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

Key Action	Project Activity
<p>11 Delivering the Green Spaces Strategy and supporting the delivery of the Local Cycling and Walking Infrastructure Plan (CWIP)</p>	<ul style="list-style-type: none"> • Managing Green Space for Biodiversity. Work continues at The Swifts with our partner, Cumbria Wildlife Trust, to transform The Swifts into a site for urban nature with the meadow areas being sown over the summer the meadow areas are being sown. The Green Spaces and Grounds Maintenance teams are trialling areas for reduced grass cutting to encourage a more diverse habitat. • Fellfoot Forward at Talkin Tarn. Funding was obtained through Fellfoot Forward to bring environmental education back to the Tarn. Various education packs have been written linking into the key stages of the national curriculum. • Green Spaces Volunteers. The Green Spaces Volunteer team are back up and running after Covid-19 restrictions with sessions, consisting of small conservation tasks, every other week during the summer and weekly sessions over autumn and winter. • Cycling and Walking projects. The 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.
<p>12 Developing the new Cumbria Waste Strategy</p>	<p>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.</p>

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

Health & Wellbeing Scrutiny Panel Performance Dashboard

Quarter 1 2021/22

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

On Target?	New Code	Measure	Performance Q1 2021/22	Performance Q1 2020/21	Performance Q1 2019/20 (pre-Covid)	Trend	Target	Comments
✓	CSe04	Revenue gained from household waste recycling collected	£ 219,682	£ 155,154	£ 122,083	↑	£ 120,331	
N/A	CSe10a	Number of Fixed Penalty Notices issued for fly tipping	2	2	5	→	Info only	
N/A	CSe10b	Number of Fixed Penalty Notices issued for littering	33	3	20	↑	Info only	Including 'Littering from a Vehicle'
N/A	CSe10c	Number of Fixed Penalty Notices issued for dog fouling	2	0	0	↑	Info only	
N/A	CSe10d	Number of Fixed Penalty Notices issued for abandoned vehicles	0	0	0	→	Info only	
N/A	CSe11a	Number of counts/reports of fly tipping	307	195	114	↑	Info only	
N/A	CSe11b	Number of counts/reports of littering	51	5	16	↑	Info only	
N/A	CSe11c	Number of counts/reports of dog fouling	30	26	53	↑	Info only	
N/A	CSe11d	Number of counts/reports of graffiti	5	0	3	↑	Info only	
N/A	CSe11e	Number of counts/reports of abandoned vehicles	99	60	92	↑	Info only	
▲	CSe12a	Proportion of acts of fly tipping responded to in full within 5 working days	96.1%	99.5%	100%	↓	100%	
✓	CSe12c	Proportion of abandoned vehicles initially investigated within 5 working days	100%	98.3%	98%	↑	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

Report to Health and Wellbeing Scrutiny Panel

Item
A.4

Meeting Date: 2 September 2021

Portfolio: Cross-cutting

Key Decision: No

Within Policy and Budget Framework Yes

Public / Private Public

Title: Covid-19 Recovery Strategy and partnership update

Report of: Deputy Chief Executive

Report Number: PC 31/21

Purpose / Summary:

The purpose of the report is to update the Panel on the ongoing recovery from the Covid-19 Pandemic.

Recommendations:

That the Panel are asked to note and comment on:

- The final version of the Recovery Strategy
- Organisational and partnership work on recovery.

Tracking

Executive:	N/A
Scrutiny:	Health & Wellbeing Scrutiny Panel
Council:	N/A

1. Updates

- 1.1. This is the fourth report on the Covid-19 Pandemic response to the Panel, previous reports were scrutinised in July 2020, October 2020, and February 2021.
- 1.2. The Cumbria Local Resilience Forum (CLRF) transitioned from response to recovery in April 2021, with the Strategic Recovery Coordination Group (SRCG) formally taking responsibility with the Strategic Coordination Group (SCG) stood down. This report updates the panel on completion of a Recovery Strategy and ongoing work within the active groups since April 2021.

National Integrated Review and Resilience Strategy

- 1.3. The National Integrated Review 'Global Britain in a Competitive Age: the Integrated Review of Security, Defence, Development and Foreign Policy' was published in March 2021, it includes within its 4 objectives 'building resilience at home and overseas'.
- 1.4. A new National Resilience Strategy is being developed, beginning with a call for evidence around six themes including 'Community: A whole-of-society approach will be central to strengthening the UK's resilience, with a revived effort to inform and empower all parts of society who can make a contribution'.

(<https://www.gov.uk/government/consultations/national-resilience-strategy-call-for-evidence>.)

The CLRF is preparing a draft responses and has encouraged all partners to respond by the deadline of 27 September 2021. Also included in the Call for Evidence are specific questions on the Civil Contingencies Act. This Act provides a legislative framework for emergency management and response in the UK. Evidence gathered in this section will help to inform the scheduled review of the Act which is due to be completed by March 2022.

Overview of pandemic response and recovery

- 1.5. The national roadmap was published in February 2021, setting out the 4 steps that would be taken to lift all the restrictions in place because of the pandemic. The CLRF held a virtual workshop in March (coincidentally on the first anniversary of the first CLRF Strategic Coordination Group meeting) to prepare for these changes. The purpose of the workshop was to help create a roadmap to guide some of the planning and decisions that will be needed in 2021; to understand what may happen and when,

identify the associated risks and opportunities and to help frame effective responses.

The workshop looked at three phase:

- Phase 1: From March into Spring (significant restrictions; vaccine rollout key priority)
- Phase 2: Spring into summer (reopening services, the economy, society, and life)
- Phase 3: Autumn into Winter (sustaining recovery, managing risks of resurgence)

The conclusion from the workshop was the need to develop a long term plan to include planning for long Covid-19 impacts.

- 1.6. The current local data, presented in figure 1, shows the peaks and troughs of Covid-19 cases, the two most recent lockdowns and the easing of restrictions in Step 4, from 19th July.

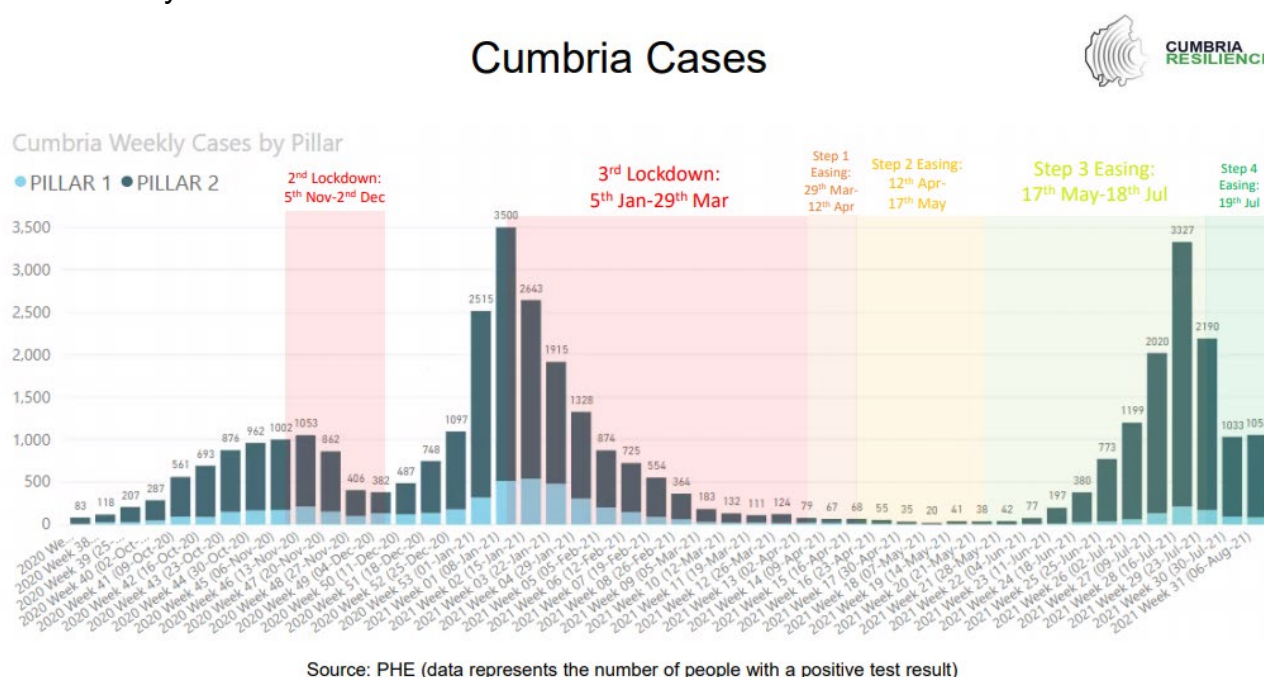


Figure 1: Weekly cases, week 31, ending Friday 6th August
Cumbria Health Protection Tactical Oversight Group Weekly COVID-19 Summary

Risk of Concurrent Events

- 1.7. The CLRF has always had concurrent risks as the highest risk in the Community Risk Register. This is the risk of two or more major incidents happening at the same time in Cumbria. So far, in Carlisle, the CLRF has experience with concurrent incidents of Cumwhinton Road gas leak (27/5/21) and Linton Street fire (18/6/21) but neither were major incidents.
- 1.8. To prepare for such incidents the CLRF has developed a concurrent incident plan with specific actions around the need to evacuate individuals who are self-isolating or are

Covid-19 Positive and those previously shielding because they are classed as Clinical Extremely Vulnerable. Staff have been briefed and trained on these new arrangements.

- 1.9. A new Emergency Assistance Centres (EAC) registration software system has been in development in 2021. EACs are a core part of Emergency Planning arrangements within Cumbria, they have been used during incidents to ensure the safety of the people of Cumbria when they are at their most vulnerable. The new system has been designed to improve co-ordination at an operational level during Major Incidents in Cumbria, provide accurate detailed reporting for both internal and external purposes and to offer real time mapping of available EACs including their 'RAG' rating. Training on the new system is currently underway and the software will be further tested during EAC exercises in September and October.

Recovery Structure and Strategy

- 1.10. The finalised Cumbria Covid-19 Recovery Strategy (Recovery Strategy, attached as an appendix) sets out the overarching recovery principles and priorities for Cumbria's recovery from the pandemic. Importantly, the delivery of this strategy is mainly through existing partnerships supported by the lead organisations that would normally be the case when operating as business as usual. A list of the partnerships is included in the strategy, in Appendix C.
- 1.11. The main partnerships (Health and Wellbeing Board, Safer Cumbria, Children's Trust Board, Cumbria Local Economic Partnership) have political oversight from each agency through their existing governance arrangements and for the partnership element, through the SRCG Chair's Forum. All statutory duties remain the responsibility of individual organisations or partnerships and the SRCG will not make decisions on their behalf. The Recovery Strategy will be on the Executive agenda in August with a recommendation to support the delivery through existing strategic partnerships.
- 1.12. The structure and arrangements for the SRCG uses the existing workstreams and will remain dynamic and responsive to any future needs. These needs will feed in via the Health Protection Tactical Oversight Group or the Tactical Recovery Coordinating Group.
- 1.13. The Health Protection Board now meets monthly, and its Tactical Oversight Group meets fortnightly. The Tactical Oversight Group focuses on the people aspects of recovery, it has the following sub groups:
- Tactical Operational Group
 - Tracing Operational Group
 - Death Management Group
 - Incident Management Hub
 - Care Settings Outbreak Control Team
 - Education Outbreak Control Team

- Compliance and Enforcement Sub Group

1.14. The Place Tactical Recovery Group meets fortnightly and has one sub group, the Tactical Visitor Management Group. The meetings have a standard agenda around the following topics:

- Update from Visitor Management Group
- Update from Health Protection Board – place activity related
- Regeneration and Economic Activity
- By exception only - individual Organisation Updates and matters for escalation to SCRG

1.15. The Strategic Media Advisory Cell (SMAC) remains responsible for collaborative communications, this group has now been in place for over 18 months and is meeting weekly.

1.16. The Cumbria Community Resilience Group continues to meet monthly, with the Carlisle Community Resilience Group (One of the 6 locality groups) now also meeting monthly. The groups have had to switch between resilience and recovery as we have moved in and out of lockdowns.

1.17. The Multi-agency Information Cell (MAIC) consistently provides the management information for the Health Protection Board, publishing a weekly situation report on the County Council's website:

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

1.18. The Tactical Visitor Management Group is a new group set up in response to the unprecedented numbers of visitors during and between the lockdowns. The group has a management plan in place and is meeting weekly during the holiday season.

1.19. The Compliance and Enforcement Sub Group (CESG, formally Enforcement Sub Group) continues to meet fortnightly. The Terms of Reference were amended in February 2021 to reflect the Government's national roadmap. The aim of the CESG is to drive and coordinate compliance and enforcement activity in the County. Now that most Covid restrictions have ended, the group's focus will shift more towards ensuring organised events and businesses are doing all they can in reducing the risk of infections spreading.

Vaccination Programme in North Cumbria

1.20. The Vaccination Programme in North Cumbria has progressed well, targeting the cohorts listed for prioritisation, 9 out of 10 Cumbrians now have had a first vaccine. 92% of the 18+ population have now had their first vaccine dose, with 76% having received both doses. Among the youngest 18-24 age group, take up is now at 79%. There has

been a focus on drop in sessions and the most up to date list is available here:
www.northcumbriaccg.nhs.uk/dropins

Community and local partnerships

- 1.21. As part of the recovery and further development of the Carlisle Community Resilience Group (CaCRG), four subgroups alongside Carlisle Partnership Executive have been supporting. These are: Carlisle Welfare Reform Board, Communities Group, Children and Families Partnership and WHO Carlisle Health Forum.
- 1.22. The Cumbria Support Line remains operational to provide support and advice as the furlough scheme comes to an end in September. The welfare booklet, 'Here to Help' is being updated with input from multiple agencies, the CLRF subgroups, Community Resilience Groups and Welfare Reform Board. The booklet is looking to be posted to every household in Cumbria in the autumn. The Community Leaders Pack will also be updated and shared.
- 1.23. The Carlisle Community Resilience Group (CaCRG) continues to meet monthly with key partners updating the shared situation report with relevant news and information and where necessary issues being escalated. Most recently partners completed two tasks:
- A confidential straw poll on vaccinations within the group to gain an overview.
 - A review of the recovery so far, the group were asked:

What are the things we want to keep moving forward into recovery?

Responses included a keenness to maintain: "highly efficient comms", "partnership working and good relationships", "hybrid working", "regular information and updates have been brilliant", "agencies working together as well as they have", "the sitrep" and "the Sharepoint – having everything in one place".

What are the things that should be celebrated from the last 16 months?

The CaCRG also felt that the "distribution of" ...and "allocation of funds", "amazing partnership working", "volunteers to support vaccine roll out", "the quick set up and response at the start", "supporting individuals in need" are some of the examples of things which should be celebrated.

What activities would you be keen to see us build into recovery?

Partners gave several examples of things they felt should be built into recovery which included "family fun / info days", "healthy aging work", "park run at Talkin Tarn" "support the development of long covid pathways", "walking, cycling and seating improvements", as examples. We will work to weave this into recovery moving forward.

- 1.24. Over the period of the pandemic the CaCRG has helped in several ways – from setting up pop up vaccination centres, to producing newsletters, to translating guidance, to

supporting booklets, to getting food to most in need, in supporting prescriptions, to supporting vaccination centres with volunteers and to supporting and distributing funding.

- 1.25. A first meeting with Cumbria Strategy Recovery Coordination Group (CSRCG) leads took place in August to highlight elements of Recovery Strategy (1.11 and 1.12) and for the group to showcase how we were aligning the recovery work in Carlisle. Below are some examples.
- 1.26. The **Carlisle Welfare Reform Board (WRB)** continues to meet quarterly and has reviewed its Terms of Reference which now includes Covid recovery. The Board has committed to contribute to the stabilisation and recovery actions following Covid 19 in the Carlisle area and the consideration of data to ensure issues are picked up.
- 1.27. The **WHO Carlisle Health Forum** continues to feed into the Health and Wellbeing Board and Public Health Alliance and consider the key data within the Carlisle area. Examples of current work includes: a focus on mental health (services and funding), Health Impact Assessment, consideration of targeted vaccination work in lower uptake areas, project development, for example: Space to Talk, Healthy Aging and Action Plan / project development linked to recovery.
- 1.28. The **Children and Families Partnership** has four task and finish groups – Children Under 5, Healthy Weight and physical activity, Alcohol Misuse and Teenage conception. The wider group has identified “Achieving” as a priority for children and young people in the locality. They are keen to build on the good partnership work to better play into systems improvement.
- 1.29. **Carlisle Communities group** was set up to pull together all the groups supporting communities during Covid. Groups continue to play a role in community activity. Furthermore, as examples these groups have supported 2 winter resilience events, supported the distribution of prescriptions and children's holiday activities. To sustain the positive work communities have done a proposal to develop a Communities Network is being developed with Carlisle City Council, Cumbria County Council, Cumbria Voluntary Service, and communities. There is also ongoing work to explore how communities can continue to support future emergencies.
- 1.30. **Carlisle Partnership Executive** continues to work with partners to highlight key covid data and issues which may affect local partners and organisations. A partnership plan is being developed which factors in the WHO 6Ps (Place, Planet, People, Participation, Prosperity) which are also part of the Cumbria Recovery Strategy. A regular weekly email bulletin and funding newsletter continues to be circulated across networks to assist in supporting those most in need. Feedback has been good and there is evidence that this is shared amongst senior teams within partner organisations.

- 1.31. Contain Outbreak Management Fund (COM) funding will be aligned to our resilience and recovery structures and the Restarting Communities Fund is also aligned to support community recovery.
- 1.32. Restarting Communities Fund is a Carlisle funding scheme launched to help communities come back together post lockdown and to stimulate economic activity in the district. It has resulted in 24 community projects/events receiving a total of £50,000 funding. The Council allocated the funding to support parish councils, community centres and constituted urban community groups to provide community activities and support the local economy. This fund was designed to allow parishes and local communities to put in place additional measures to create and promote a safe environment for local trade and business, particularly in high streets, support the visitor economy and to bring the community together in a safe way. The following organisations/projects received funding:
- Belle Vue Community Church: Community Gala including family fun activities, music workshop, refreshments, staff costs and materials.
 - Bewcastle Garden of Remembrance at the Knowe: Creation of a woodland memorial garden/picnic area. Providing a focal point for walking and cycling in the area.
 - Brampton Acting Together: Adult park run events at Talkin Tarn.
 - Brampton Parish Council: Contribution to the cost of a new visitor focussed destination website for Brampton. Content by engaging with communities, schools, local artists, and the wider parish. Plus, provision of an outdoor seating area on Front Street.
 - Burgh by Sands Parish Council: Enhance and develop Commemoration Site by improving green space and provide outdoor seating. Development of a wildflower area.
 - Carlisle & District Federation of Community Organisations (Carlisle Matters): Family fun day at Morton Community Centre, Harraby Community Centre, Brampton Community Centre and Longtown Community Centre with information and advice on hardship and help because of the pandemic.
 - Currock Community Association: Improvement to the garden area to provide a welcoming outdoor space (aimed at their older service users). Planting, portable gazebo.
 - Dalston Parish Council: Thankyou day for volunteers and local businesses who supported those isolating, shielding etc. Day of entertainment on Village Green. Plus, Provision of picnic benches for the recreation centre and a bench for the village square. A way of thanking those who supported the community during the pandemic.
 - Great Corby Village Hall and Playing Field Association: Bank holiday fun weekend to promote the village and bring people together. Includes Family fun activities, crafts, and music.

- Harraby Community Centre: Bring into use a secure outdoor area to create a community garden growing produce to support the food bank. Baby weaning and cooking on a budget classes.
- Kingmoor Parish Council: Park benches for the community.
- Meals on Wheels: Refurbishment of toilet facilities to make the building more useable by community.
- Nether Denton Parish Council: Improvement to community green space with addition of covered seating area.
- Scaleby Parish Council: Provision of two new benches and a book swap cabinet.
- Stanwix Community Centre: Bounceback event including adjoining preschool and community groups.
- Stanwix Rural Parish Council: Provision of six summer fun days at Crosby-on-Eden and Houghton.
- The Belah Centre: Provision of a fun day including entertainment, children's activities. Purchase of food for community and gazebos for shelter and for future community activities.
- Wetheral Parish Council: Adult exercise equipment.
- Yewdale Community Centre: Redesign of front of Community Centre to provide an outdoor hub with covered seating area. Improvement of facilities by providing 'conferencing' equipment.

1.33. Whilst we appreciate the pandemic and recovery is far from over, to mark a moment in time, a letter of thanks was issued to all Carlisle Community Resilience Group partners and subgroups. We recognise that some people are fatigued, having to juggle business as usual and Covid work, but we continue to be grateful for the role individuals, communities, partners, staff, and councillors have played over the last 18 months.

Contact Officers: **Steven O'Keeffe** **Ext: 7258**
 Emma Dixon
 Cumbria Covid-19 Recovery Strategy

Appendices
attached to report:

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

- **None**

Cumbria Covid-19 Recovery Strategy





BUILDING A **BETTER,**
STRONGER AND
MORE **INCLUSIVE**
CUMBRIA FOR OUR
RESIDENTS, OUR
COMMUNITIES,
VISITORS AND
BUSINESSES





Message to Cumbria's residents, communities, businesses and visitors from the Chair and Members of the Strategic Recovery Coordination Group

Cumbria is a unique place with strong communities who have come together to respond to the Covid-19 pandemic and Cumbria deserves a recovery that is ambitious and minimises inequalities right across all of our systems.

Our Recovery will be demanding but leaders and decision makers are absolutely committed to the recovery aims which are: **to build a better Cumbria where people are healthy and safe and people want to visit, communities are inclusive, connected and thriving and our economy is growing, sustainable and benefits everyone.**

For many of us the pandemic was, and continues to be, an extremely sad time. Families have lost loved ones and whilst the vaccine rollout is giving us renewed hope for the future we must remain vigilant whilst we can be cautiously optimistic.

We are grateful to the thousands of critical and key workers who have responded in an exceptional way to support our communities every single day. Everyone, without exception, has pulled together to protect and support the most vulnerable people in our communities. Health and care services have been at the forefront of the response to the pandemic and many of the primary impacts of Covid-19 will continue to be experienced across all of our population.

During Covid-19 the importance of Cumbria's third sector, voluntary organisations and volunteers also became clear with thousands of volunteers mobilized to support Cumbria and its communities.

An environment was created that provided a focus and sense of pace around keeping people safe, people were actively supporting each other within their communities. Elected members, services and all sectors of society embraced digital solutions and we witnessed people adapt and flex to work and live in new ways, show kindness and support for their neighbours and use public services responsibly.

For Cumbria, we want to reflect just how important our health and wellbeing is and how essential our businesses are to the economic wellbeing of Cumbria as well as the people who visit our beautiful county. Equally, we want to build on the strong partnerships we have developed with our communities.

Businesses have faced the most challenging economic environment in living memory and yet have demonstrated significant resilience in continuing to trade, protect jobs, the health of their workforce and provide vital services to the nation. Going forward we will work with our businesses to support their recovery and to make sure that Cumbria benefits from future growth opportunities.

And where would Cumbria be without our unique landscape – from the Solway to the Westmorland Dales, from Morecambe Bay to the northern Pennines, and that's not even to mention the National Parks – and the rare flora and fauna it supports, we want to ensure our Recovery cherishes our fantastic assets for generations to come.

Development of the Strategy



The Recovery Strategy is for the whole of Cumbria. It has been developed and is owned by The Strategic Recovery Group for Cumbria (The SRCG: See Appendix A for full Terms of Reference and membership). This Group is chaired by the County Council's Chief Executive and has executive leadership representatives from across Cumbria. The Group has been developing this Strategy since June 2020, when the Pandemic was still in its first phase and the UK was emerging from Lockdown 1.0.

At that time, the group concentrated on exploring and understanding what were termed "primary" and "secondary" impacts of Covid-19. Evidence of impact was drawn from a great many sources: analysed and distilled by the Multi Agency Intelligence Cell. The group also received presentations from each of the 6 localities, the Children's Trust Board, The Local Enterprise Partnership and other bodies – to help understand the local and sector impacts right across Cumbria for adults, children, businesses, the economy, visitors and the wider public sector. Over the weeks and months, the Group were able to spend time clarifying those that were the most significant for Cumbria.





A draft Recovery Strategy was developed and published, and a period of public consultation and engagement was held from 1 January 2021 to 25 April 2021.

Over 350 different people, organisations, groups or partnerships fed into the process and the Draft Strategy was discussed at all of the Strategic Partnerships - all of this feedback was used to refine the priorities and measures included in the final version of the strategy.

Oversight of the development of the Strategy has been through a Chairs Forum – consisting of the Chairs of:

- Health and Wellbeing Board
- Safer Cumbria
- Children's Trust Board
- Cumbria Local Enterprise Partnership

This Forum offers partnership buy in and ownership, ensuring that the Strategy fulfils the widest needs of Cumbria.

A competition for Cumbrian Children and Young People has resulted in photographs of what Recovery means for them, and these are included within the strategy and will also be used on the Recovery website. A huge thank you to the Cumbria Children in Care Council who facilitated and publicised the competition.

Each agency and partnerships that is represented at the SRCG, formally agreed and signed off the Strategy at its meeting on 3rd June 2021.

DELIVERY OF THE STRATEGY

In the main, delivery of the Recovery Strategy will be through the existing strategic partnerships with oversight by each agency through their existing governance arrangements.

Each of the Strategic Partnerships (See Appendix B for a full list of all the Strategic Partnerships and Appendix C for a list of other relevant partnerships for delivery) has confirmed that the priorities within this strategy and the measures of progress are deliverable and covered in their Business Plans, Action Plans and strategies.

An Outcomes Framework is being developed to sit alongside this strategy so that the effectiveness and impact of the Strategy can be measured, monitored and adapted if necessary. Oversight of delivery will be through the SRCG.

Recovery for Cumbria



We have used the feedback from our businesses, groups and residents to inform this recovery strategy – if you would like any further information about how we conducted the consultation or to see the results in full, then please email recovery@cumbria.gov.uk

When business, groups and residents were asked what recovery would mean for them they gave a variety of responses and we have used these below to demonstrate Recovery for Cumbria.

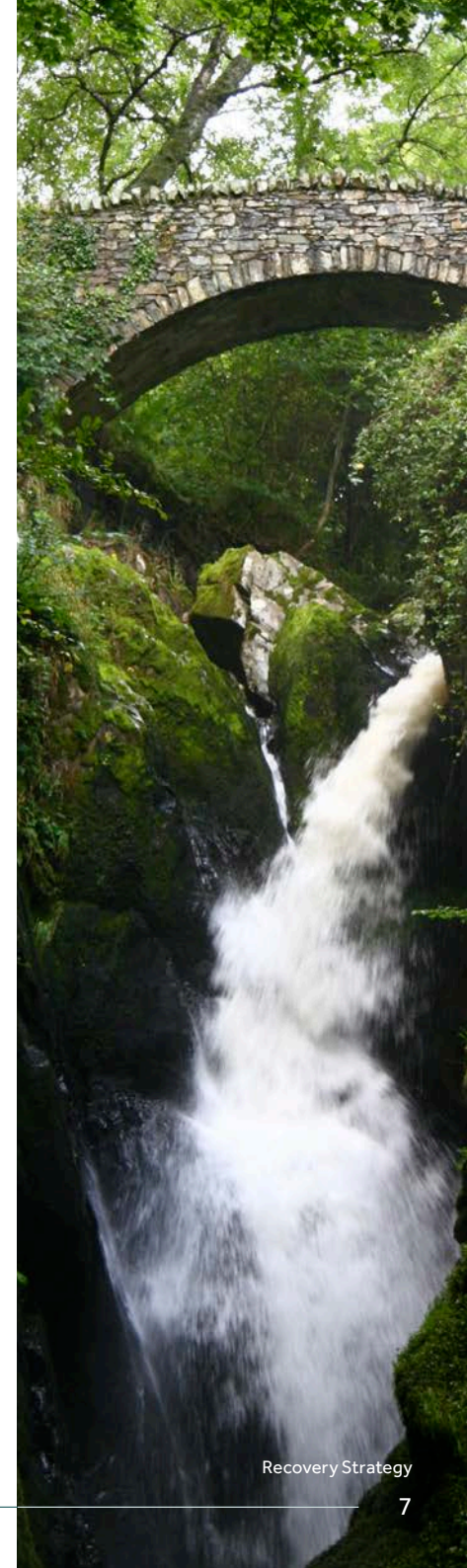


This strategy is adapted from the “five capitals” model proposed by Forum for the Future as a framework for sustainable systems (see Appendix D). Interpreted for the purposes of the Cumbria Public Health Strategy, this model suggests that a community is healthy and sustainable when it has:

- › **Natural assets:** A high quality natural environment that provides opportunities for engagement with the natural world.
- › **Human assets:** People with the skills, knowledge, and experience that give them the capacity to take part in society and have meaningful and fulfilling lives.
- › **Social assets:** A good social infrastructure, with networks and institutions that allow people to connect to each other.
- › **Physical assets:** A good physical infrastructure including housing, transport, and a commercial environment that promotes healthy behaviours.
- › **Financial assets:** Adequate financial resources that are fairly distributed.

A key feature of this model is that it emphasises the importance of building all five types of community assets without degrading any of them. It therefore sets a positive vision of building a better society in which everyone is able to maximise their potential for health and wellbeing. This can however be challenging in reality, as often there are actual or perceived competing demands. In particular, the requirement for increased housing or business infrastructure can compete with the desire to protect natural assets.

So too can economic growth, which relies on all the other assets but can damage them if not thoughtfully and carefully pursued. The Public Health Strategy for Cumbria 2019-2029 commits policy and decision makers to consider all these factors in the round when assessing proposals for action and therefore it makes sense following the biggest Public health Crisis in Global history should have at the heart of its recovery the Public Health Strategy.



We believe that through effective recovery plans we can build a better future for us all.



Now is the time to look to the future. We can build a better life, embrace a different way of working and make plans to help support an inclusive, thriving and strong Cumbria.

Our approach to recovery builds on work already underway being delivered in the main through our existing strategic partnerships and retains many of our aspirations. It is designed to be embedded into the very heart of our existing governance structures, so that recovery becomes part of our everyday business.

The NHS Long-Term Plan includes a focus on population health and prevention, personalised care, and addressing health inequalities, all of which will deliver benefits for people in Cumbria.

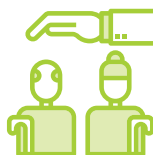


RECOVERY PRIORITIES

Cumbria will **reflect, rethink** and **reimagine** a future where:



The **climate** is protected and we actively support sustainable, greener travel



Older people are valued as part of the community and supported to live as **independently** as possible



Young people can fulfil their true potential and in particular a future where we attract and retain young people to address the current future workforce **skills** gap



We have happier, healthier **communities**, with a clear focus on quality health and wellbeing



Communities are **strong, inclusive** and make time for each other. They are actively engaged in recovery and supported to thrive



Public services work together for the benefit of their communities, placing people and those in need at the very heart of all our services



Cumbria is a great place to work, a place where work is rewarding and all jobs enjoy and offer a good **work life** balance



The valuable role of voluntary organisations and **volunteers** is embraced and supported as an essential component to our future



We have a range of high quality, energy efficient, **affordable homes** that meet the need of a changing population and workforce



Everyone is encouraged to live, work and invest in Cumbria and 'Think Local' – supporting the **reinvention** of our town centres



You can do sustainable **business** anywhere



We are committed to **economic** recovery and ensuring that all businesses have the necessary support to grow their businesses in a way that is sustainable and resilient

Our Recovery Strategy, principles and themes

This Covid-19 Recovery Strategy has been shaped by all partners at a county and local level. Strategic Partnerships and individual organisations have recovery plans that will be clearly articulated in their programmes and plans.

These plans will be monitored for success by Cumbria's Strategic Recovery Coordination Group.

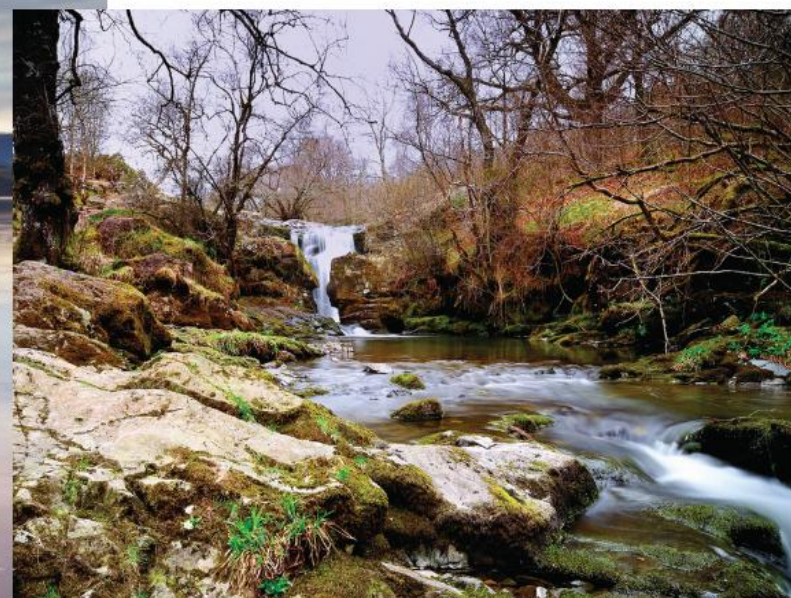
Our guiding principles for recovery will be 'Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty, Leadership'.

Recovery Themes





“ PROTECTED AND ENHANCED ENVIRONMENT IN CUMBRIA



PLANET

Cumbria's natural environment will be protected and enhanced. Sustainability will be at the heart of future development and Cumbria will reduce its ecological footprint even as it develops economically.

Priorities for Recovery

- › To achieve a net zero carbon position for the county by 2037 and to mitigate the likely impact of existing climate change in a way that delivers better public health, reduced inequalities, a healthier environment and thriving local economies
- › Increase active travel provision - making it safe and easy for people to walk, cycle and work remotely
- › Nationally, the NHS is responsible for 40% of the public sector's carbon footprint. As an anchor institution, the NHS in Cumbria will set an example by reducing its environmental impact, including committing toward delivering a net zero NHS. This will help ensure its goal of furthering health and wellbeing for today's population is not at the expense of future generations
- › Support the wellbeing of people and the environment through access to nature, ability to exercise and access to essential services
- › Develop low-carbon infrastructure and activities that support economic recovery - due to increased home-working and less office heating
- › Develop low carbon infrastructure that supports local economic recovery from coronavirus
- › Embrace the natural environment to support Cumbrian farmers and farming and harnessing new technologies
- › Explore and exploit the opportunity of broadening our visitor demographic to everyone, to benefit the health and wellbeing of society at a local, regional, national and international level



MEASURES OF PROGRESS

- › Reduced fuel consumption & mileage
- › Reduced carbon emissions
- › Preparation of a nature recovery strategy
- › Change in visitor demographics to reflect wider society representation
- › Improved digital connectivity to promote new ways of working and learning
- › Funding and plans in place for more joined up walking and cycling networks Local Cycling and Walking Infrastructure Plans (LCWIPs).

“

SAFE, HEALTHY
AND FULFILLING
LIVES FOR ALL



PEOPLE

Everyone in Cumbria will have the opportunity to develop and use their skills and talents in a way that recognises the value they bring to society and to enjoy a safe, healthy, varied and fulfilling life whilst achieving their potential.

Priorities for Recovery

- › Explore and minimise the primary and secondary impacts of Covid-19 on the people of Cumbria to:
 - reduce the inequalities to physical health created and compounded by long covid or reduced access to health services
 - reduce the inequalities in emotional well-being and mental health created and compounded by experiences of domestic abuse, substance misuse or isolation
- › Further develop equitable, person-centred, joined-up preventative services to reduce the risk factors for ill-health and Covid-19, including tobacco, alcohol and other substance misuse as well as healthier weight initiatives for all ages.
- › Implementation of the Early Help Strategy and SEND (Special Educational Needs and Disability) Improvement programme to support schools and the wider Safeguarding system to minimise demand across the system and improve educational outcomes for children and young people
- › Reduce inequalities for those people with additional needs who may have been further marginalised or de-skilled through the work of all of our partnerships
- › Learn from this experience and work towards building a better health, care and wellbeing system that serves all the people and communities of Cumbria





- › Integrated Care Communities will help deliver prevention, early intervention, screening/diagnosis and treatment, ensuring it is accessible and equitable, based on local needs enabling people to be treated and supported at the right time and in the most appropriate setting, embedding person-centred care and shared decision-making to provide a positive and joined-up experience. With a focus on self-care and support for citizens and carers, people will be enabled to take more control of their own health and care, and increasingly receive rehabilitation/reablement at home to maintain independence.
- › Develop an inclusive vision and plan for Education in Cumbria





MEASURES OF PROGRESS

- › Reduced numbers of people reporting as feeling isolated
- › Increase the number of adults with learning disabilities who are able to live independently
- › More children and young people, and adults are physically active
- › Reduced numbers of children and young people Not in Education, Employment or Training
- › Improved educational outcomes for all children
- › Reduced number of children receiving statutory services
- › Self-reported measure of people's wellbeing (Healthwatch)
- › Reduction in the rate of people being admitted to hospital for substance misuse harms
- › Increased proportion of the population with basic skills, including digital skills, enabling access to better work and improved prospects
- › Equitable access to prevention, screening/ diagnosis and treatment for: people living in less well-off communities; people from ethnic minority backgrounds; people suffering with severe and/or long-term mental illness; and people with learning disabilities and/or autism.
- › Reduced hospital attendance, admissions, length of stay and movement across the system.
- › Reduced residential and nursing home admissions and length of stay, and increase in people being able to die at home rather than in hospital, should they wish
- › Increase in the number/proportion of people reporting feeling safe and supported
- › Reduction of repeat Domestic Abuse incidents
- › The instigation of measures to mitigate identified risks to population mental wellbeing and mental health arising from Covid-19

“ STRONG, INCLUSIVE AND THRIVING COMMUNITIES



PARTICIPATION

Cumbrian communities will be strong, resilient and inclusive, with well-developed social networks and widespread engagement with community life.

Priorities for Recovery

- › Continue to learn and adapt from our experience (and that of others regionally, nationally and globally), building on positive changes and letting go of unhelpful ways of working, and support people as they learn to work in new ways
- › ICCs will work to enable increased engagement of local organisations such as schools, employers, third sector groups in promoting health choices and communities.
- › Building on the community response to Covid-19 - supporting people and communities in Cumbria to thrive
- › Adopt a collaborative co-production approach, engaging with others in the community who haven't naturally participated, capturing the community spirit which has been on show throughout Cumbria
- › Involving a wide range of people, communities and organisations we will support voluntary sector organisations to increase their skills and capabilities, enabling them build resilience and thrive.



MEASURES OF PROGRESS

- › Stronger communities: reduction in the gap - indices of deprivation
- › Service user feedback: reporting improved access to services
- › Social inclusion: self-isolation, adult social care users and in particular those with Special Needs and disabilities having as much social contact as they would like
- › Better ways of working between public sector and community/ voluntary groups with evidence of greater co-production.

“
CUMBRIA, AN
ATTRACTIVE
PLACE TO
WORK AND LIVE



PLACE

Cumbria's physical infrastructure will promote health and wellbeing with access to good quality suitable housing to meet needs, high quality urban environment with good access to the services needed for a healthy and safe life. All contributing to making Cumbria an attractive place to live, work and visit and encouraging sustainable growth.

Priorities for Recovery

- › Support housing market recovery through the key themes of the Cumbria Housing Statement
- › Promote health and wellbeing with access to good quality housing to meet identified need
- › Work collaboratively to identify projects and seek external funding opportunities that can support local recovery, employment and housing and unlock economic growth.
- › Seek opportunities for infrastructure (roads, rail, place and built environment) and leisure and culture, to progress Recovery priorities
- › Deliver the Cumbria Digital Infrastructure Strategy
- › Develop more accessible and affordable recreational options for children and families
- › Ensure there is reliable and sustainable public transport, good parking facilities and other alternative transport options to improve town centres and access to services
- › Implement plans to safely manage Cumbria as the UNESCO tourist destination that is first-class for visitors and our communities
- › As an anchor institution, the NHS in Cumbria will help support communities through quality placement and employment opportunities, and by purchasing locally and for social benefit



MEASURES OF PROGRESS

- › Reduction in homelessness and the number of rough sleepers
- › More homes are delivered across the County
- › Increase in digital connectivity across Cumbria
- › Effective delivery of agreed programmes within Town Deals and Borderlands
- › Increased property transactions and private lettings back to pre Covid-19 levels.

“
A SUSTAINABLE,
GROWING
ECONOMY
FOR CUMBRIA



PROSPERITY

Cumbria's economy will develop sustainably, with growth particularly focussed on tackling poverty and providing quality employment for all.

Priorities for Recovery

- Working in partnership to ensure Cumbria's businesses can continue to operate in a Covid-19 secure way reflecting on the huge impacts Covid-19 has had on all sectors on businesses in Cumbria (specifically visitor, culture and non-essential retail)
- Build on the Cumbria wide plan to rethink our economic future making sure that Cumbria's economy develops sustainably, with growth particularly focussed on tackling poverty and providing quality employment for all.
- Develop the areas where Cumbria has genuine competitive advantage and there is policy and investment traction
- Work with government to secure investment and policy support for Cumbria
- Ensure that Inclusive Growth, net zero carbon emissions and increased productivity are at the heart of recovery
- Work with key business sectors, such as hospitality, to implement recovery plans
- Recognizing the symbiotic nature of poverty and health inequalities, develop and implement a Poverty Framework to ensure priorities and work programmes reflect the impact of Covid-19 poverty and contribute to our Recovery ambitions



MEASURES OF PROGRESS

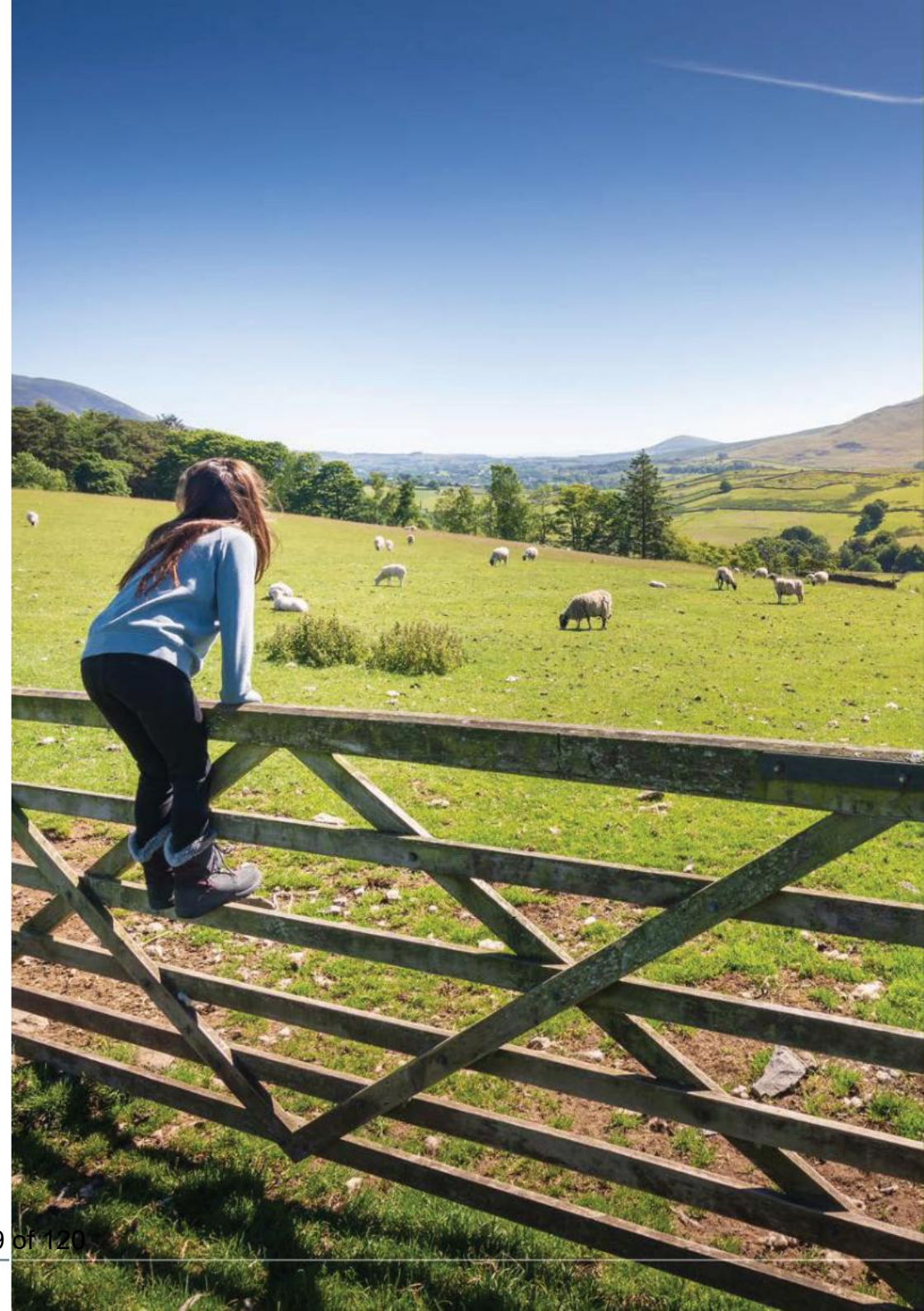
- Economic Impact Assessment developed and implemented
- Accurate understanding of Economic Impact available and used to inform activity
- Impact on Cumbria's economy is less detrimental than forecasted in July 2020
- Effective package of mitigation measures in place to offset the worst economic impacts
- including increased financial and policy support from central government
- Reduced number of children living in poverty
- A reduction in unemployment and universal credit clients

National recovery planning is within the context of a world with Covid-19 which re-affirms the importance of simultaneous response and recovery within this unique global emergency.

People, of every age, as individuals and as part of families and communities are at the absolute heart of our recovery in Cumbria.

The Kruger report “Levelling up our communities: proposals for a new social covenant”, builds on the response phase and to sustain the community spirit which was evident during lockdown. Drivers going forward need to be community based and focus on harnessing opportunities that the pandemic has provided. This was hugely important in Cumbria – and engaging communities remains a commitment through our recovery.

In addition, there is a national emphasis on the need for green recovery. Economic recovery for all sectors with an emphasis on green recovery is equally evident within Cumbria’s Recovery Strategy.



A scenic landscape featuring a calm lake in the foreground, reflecting the sky. In the background, there are rolling green hills and mountains under a dramatic, cloudy sky. The entire image has a strong green color cast. A large white quotation mark is positioned to the left of the main text.

“

RECOVERY WILL BE
DEMANDING BUT OUR AIM
IS TO BUILD A BETTER PLACE
WHERE PEOPLE ARE HEALTHY
AND SAFE, COMMUNITIES
ARE INCLUSIVE, CONNECTED
AND THRIVING AND OUR
ECONOMY IS GROWING AND
SUSTAINABLE

SRCG

The SRCG - Terms of Reference

a) Purpose:

- Facilitate and enable recovery of Cumbria from the Covid-19 pandemic, focusing on the impacts at community and countywide level, and the opportunities to reimagine and rebuild a better future for the county, its places, and communities.
- Promote collaboration across and through partnerships at countywide and locality level and support the development and delivery of recovery strategies and plans.
- Facilitate an approach to recovery in Cumbria that includes community voices, builds community resilience and so supports communities to thrive.

b) Role:

- Facilitate and enable effective recovery through Cumbria's partnerships a countywide and local level to maximise opportunities for Cumbria.
- Develop an approach to recovery that builds on our learning from previous events and the response phase to date, with the flexibility to incorporate emerging best practice.
- Understand the impacts of Covid-19 using a range of data and information, and support the development of appropriate plans to establish new ways of living and working for communities, organisations and businesses across Cumbria.
- Work collaboratively in aligning the work programmes between the strategic partnerships and locality partnerships within the context of recovery.
- Support strong collaboration and co-production with communities, and support the approach to recovery that builds resilience and supports communities to thrive.
- Work collaboratively with partnerships in developing and supporting delivery of recovery plans. Receive reports on a regular basis from each of the partnerships to capture recovery outcomes, identify opportunities and enable effective delivery at county and locality level.
- Advise the Chairs Forum on plans for recovery within Cumbria reflecting feedback from partnerships on emerging priorities, opportunities and delivery/action plans.
- Provide support to the Chairs Forum in achieving a coordinated approach to recovery, reducing duplication of effort or resources, and maximising opportunities.
- Collaborate with the Strategic Coordination Group and the Health Protection Board as appropriate whilst they are in operation.

APPENDIX A

- Liaise with government departments and officials on recovery and reporting, helping to influence the development of central government decision making and policy. Identify learning / good practice from other areas, and share notable good practice identified by Cumbria with other areas.

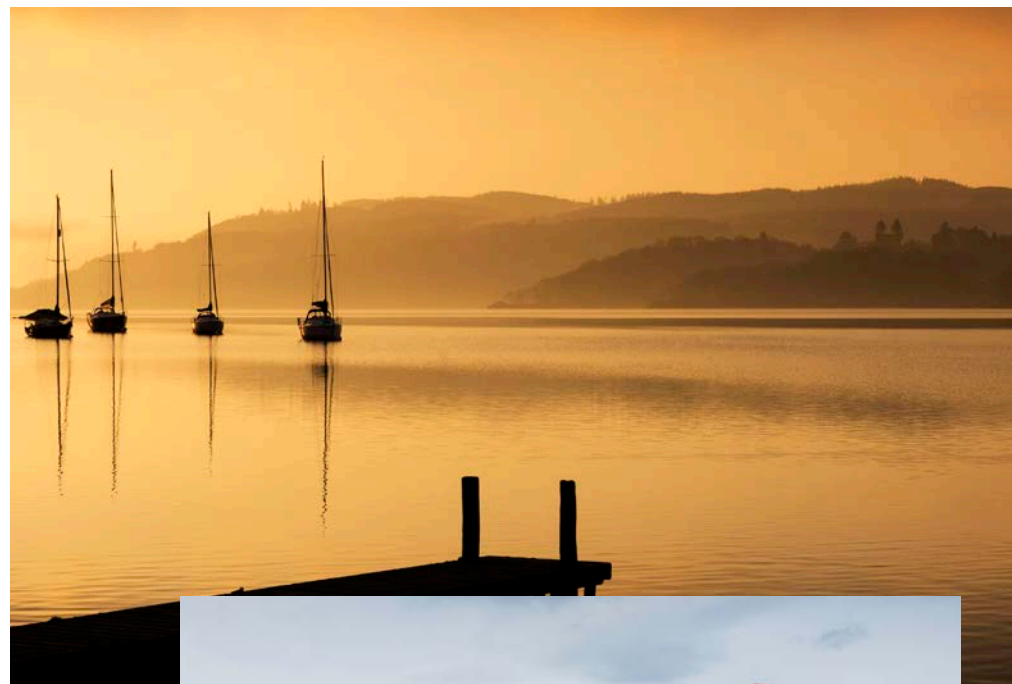
Key Principles: Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty, Leadership

Membership:

Cumbria County Council (Chair)
Cumbria Constabulary (Vice Chair)
Allerdale Borough Council
Barrow Borough Council
Carlisle City Council
Copeland Borough Council
Eden District Council
South Lakeland District Council
Cumbria Community Foundation
CVS
Community Resilience Group
Cumbria Local Enterprise Partnership
Cumbria County Council
Lake District National Park Authority
Yorkshire Dales National Park Authority
North Cumbria Integrated Care
North Cumbria CCG
Bay Health and Care Partners
Public Health
Government Liaison - MHCLG

In attendance:

Local Government Association



KEY STRATEGIC PARTNERSHIPS



Cumbria Health and Wellbeing Board



LIST OF PARTNERSHIPS

Countywide

Cumbria Health and Wellbeing Board
Cumbria Housing Group
Cumbria Safeguarding Adults Board
Cumbria Safeguarding Children Partnership
Cumbria Local Enterprise Partnership
Cumbria Local Resilience Forum
Cumbria Strategic Flood Partnership
Cumbria Strategic Waste Partnership
Public Health Alliance
Safer Cumbria
The Cumbria Children's Trust Board
Zero Carbon Cumbria Partnership

Locality/District

6 Health and Wellbeing Fora
6 Locality Children's Partnerships
3 Community Safety Partnerships
Borderlands
Future High Street Fund Partnerships
Town Fund Partnerships
Heritage Action Zone Partnerships
High Street Task Force Partnerships

Local partnerships and networks

This is not a comprehensive list of all the active partnership work in Cumbria.



The Five Capitals

This strategy is built around the “five capitals” model proposed by Forum for the Future as a framework for sustainable systems. Broadly speaking this starts from a recognition that society is a sub-system of the broader ecosystem, and that the economy is a sub-system of society. At each of these levels there are different assets, collectively referred to as “capital”, that can be exploited and/or developed.

Natural capital, sometimes also referred to as environmental or ecological capital, is made up of all those natural resources and processes that people depend on. This includes obvious natural resources such as land, water, air, timber, and animals, but also natural processes such as the water cycle and climate regulation, sometimes referred to as “ecosystem services”. Natural capital is the basis of all other capitals. It can be utilised to support the development of other capitals – for example building things essentially turns natural capital into manufactured capital and financial capital – but it has to be utilised sustainably in order to ensure that people can have a good quality of life today, and to avoid damaging the prospects of future generations.

Most obviously, **human capital** encompasses people’s skills, knowledge and experience, the things they draw on every day in living and contributing to society. Less obviously it also includes people’s motivations, their capacity for things like empathy, passion and joy, and also their intellectual output such as art and other cultural expressions.

Social capital refers to the connections between people, and to the various groups, institutions and social norms that help to create, foster and regulate these connections. This can include informal social networks involving family and friends, voluntary and community organisations, and more formal institutions such as workplaces, trade unions, faith groups and governmental organisations. It also includes cultural norms – shared expectations about how society works – that are often unspoken but are critical to whether people trust each other and work well together.

The concept of **manufactured capital** is a broad one, encompassing for the purposes of this strategy any material goods or infrastructure that have an impact on people’s quality of life. Because of both its reliance and its impact on natural capital, it is critical that growing and improving manufactured capital is done in a way that is sustainable, minimising the use of natural resources and maximising the use of human skills and ingenuity.

Financial capital is essentially the amount of money available within the local economy, and is the form of capital most commonly considered and pursued as a goal of social and economic policy. At one level it is clearly critical for public health: within the normal range of experience, more affluent people are generally also more healthy, across almost all measures of health. However at a broader level **financial capital** has no intrinsic value: it plays an important role in enabling other forms of capital to be owned and traded, but it is only representative of these other forms of capital. Because of this, financial capital cannot grow sustainably without growth in the other forms of capital as well. Interpreted for the purposes of a public health strategy, this model suggests that a community is healthy and sustainable when there is an appropriate stock of all five capitals.

A key feature of this model is that it emphasises the importance of building all five capitals without degrading any of them. It sets a positive vision of building a better society in which everyone is able to maximise their potential for health and wellbeing.

Contact

recovery@cumbria.gov.uk

Further Information

<https://cumbriarecovery.org/>

If you require this document in another format (e.g. CD, audio cassette, Braille or large type) or in another language, please telephone 01228 606060

আপনি যদি এই তথ্য আপনার নিজের ভাষায় পেতে চান তাহলে অনুগ্রহ করে 01228 606060 নম্বরে টেলিফোন করুন।

如果您希望通过母语了解此信息，
请致电 01228 606060

Jeigu norėtumėte gauti šią informaciją savo kalba,
skambinkite telefonu 01228 606060

W celu uzyskania informacji w Państwa języku proszę zatelefonować pod numer 01228 606060

Se quiser aceder a esta informação na sua língua,
telefone para o 01228 606060

Bu bilgiyi kendi dilinizde görmek istiyorsanız lütfen
01228 606060 numaralı telefonu arayınız

Meeting Date: 2nd September 2021
Portfolio: Leader, cross cutting
Key Decision: No
Within Policy and Budget Framework: Yes
Public / Private: Public
Title: SANDS CENTRE REDEVELOPMENT – PLANNING PROGRAMMES
Report of: The Deputy Chief Executive
Report Number: CS 35/21

Purpose / Summary:

The Purpose of this report is to update the Health and Wellbeing Scrutiny Panel on the current progress of the redevelopment of the Sands Centre site, and to consider any feedback / questions from the Panel. The report also provides an update of the measures undertaken to manage or adapt the existing project proposals to deal with:

- a) Progress with the main contract works
- b) Working practices evolving from the management of the risks associated with the COVID -19 pandemic
- c) Working practices evolving from the management of the Brexit Agreement arrangements
- d) Social value management
- e) Developing health and wellbeing programmes

Recommendations:

That Business and Transformation Scrutiny Panel review the report, note the progress made and respond with any feedback and / or questions.

Tracking

Executive:	
Scrutiny:	
Council:	

1. BACKGROUND

- 1.1** The replacement of James Street Pools and the redevelopment of The Sands Centre site to improve wet and dry side sporting provision has been a long-term aspiration for the Council. Previous Council reports (6th March 2018, CS 16/18 and 25th June 2019, CS 17/19, and 17th September 2020 CS 22/20) provide detailed background commentary on the development of the project and its progress via Scrutiny and Executive committees.

2. PROJECT UPDATE

2.1 Main Works Contract – progress update:

Since commencement of the project the following points represent the key stages completed in the construction contract with Wates Construction Limited:

The project (at the time of writing this report) was in week 36 of 98 for the main works programme. The following represents a summary of the progress made to this point and builds on previous Scrutiny update reports:

- The site establishment, cleaning staff and welfare arrangements have been upgraded to accommodate an increase in the workforce whilst providing sufficient working space, ablution facilities and cleaning regimes to manage the risk of the transmission of COVID-19 within the site workforce, deliveries and visitors to site. The site is working to Site Operating Procedures version 7 standard of Construction industry COVID guidance. Consideration has also been given the issues arising from the so called 'pingdemic' and how best to manage these in this contract.
- The Environment Agency work to the flood gates at the Sands and Swifts Bank have now been completed, with only the handrailing and grass-seeding to complete, which are not critical to the level of flood protection.
- The vibro-compaction ground stabilisation has been completed and temporary pile matting removed. (This is a ground stabilisation technique which consolidate non-cohesive or weak soils by installing densely compacted columns of stone or gravel in the ground which in turn displaces and densifies the surrounding granular soils to give a firm surface to build on).
- The excavation for the two swimming pools and the foundations for the building frame and the street have been completed. The site is very limited in space for plant, so all of the deep excavations have been dug out first and deep foundations

and drainage work completed, so that some areas can be backfilled to use as a working platform for the building work.

- Work on the RIBA stage 5 specialist subcontractor design elements to coordinate with the main work designs is ongoing. The subcontractors are currently working on filter equipment, fire detection, Changing Places hoist fitment and air handling plan
- Work on the discharge of planning, building control and statutory undertaker conditions, is ongoing. This includes the development of the consequential improvement strategy to comply with Part L of the Building Regulations. As explained in previous Sands Centre reports to Council, the development of the new facilities alongside the existing Events Hall places a responsibility on the Council to improve the energy efficiency (and CO2 footprint) of the existing building as part of a redevelopment project. This includes measures which improve the thermal insulation of the building or reduce energy consumption.
- Further survey work is currently being undertaken to establish the condition of existing life safety systems, post demolition, to review the longevity and obsolescence of the system components to maintain service during the construction works and their suitability for re-connection to the new systems on completion of the leisure works e.g., CCTV cameras and fire safety for a public building.
- At the Sands Centre site, a fully accessible temporary events centre reception, bar and catering facility is due to reopen to the public when government restrictions are lifted. GLL are preparing the site in readiness for reopening the site to the public.
- Concreting work for the swimming pools and building foundations are underway. The base is now cast and the walls are up to first lift level (concrete pour sequence terminology meaning first round of concrete pours)
- The primary steel frame has been erected on the pool hall and the street areas
- The secondary frame cladding rails are now being installed and first floor decking, cladding and roofing sheeting are on site and being fitted in sequence
- The lift shaft has been installed within the street area to tie in with the structure
- The support structure for the pool spectator gallery and stairs are now in place
- The first of two access periods for the installation of a new substation started on 19/7/21 for 8 weeks. Work will also take place to renew or replace some of the life safety and security systems and block in the existing glazed wall. We have encountered an issue on site with a delay by ENWL in delivering the substation to site and issuing the supply spiking certificate (confirmation that the old substation supply cabling has been isolated, is no longer live and is safe to work on and cut through). This has now been resolved.

- Work continues on the development of the stage 5 specialist design elements to coordinate with the main work designs, and to allow the instruction of the associated provisional cost elements e.g., mechanical, electrical, and plumbing (MEP) services and operational facilities which have a first fix element.
- Assist WCL in managing the discharge of planning, building control and statutory undertaker conditions. This includes the development of the Consequential improvement strategy to comply with Part L of the Building Regulations. As explained in previous Sands Centre reports to Council, the development of the new facilities alongside the existing Events Hall places a responsibility on the Council to improve the energy efficiency (and CO2 footprint) of the existing building as part of a redevelopment project. This includes measures which improve the thermal insulation of the building or reduce energy consumption.
- The programme is reported three days behind because of the effects of COVID and BREXIT on the workforce and supply chain. However, the contractor expects to rectify this during the remaining programme.

2.2 COVID-19 implications on the Main Contract

- Since March 2020 it has become clear that the COVID-19 pandemic has brought about serious implications for all economic sectors. The construction sector has needed to pay attention to areas of work such as material supply, travel to and from site, on site risks and working practice and the provision of enough, clean welfare facilities.
- Wates have responded to the pandemic by developing additional management and staff guidance to provide up to date information for all levels of the business. The working arrangements developed by Wates during this period have followed the benchmarks laid out by the Construction Leadership Council (CLC). These CLC safe working procedures have been developed and updated to reflect the latest government guidance. The CLC has now produced Version 7 of this guidance and Wates have developed their onsite plans to reflect this.
- Provision has been made within the contract documents to ensure an element of shared risk management for quantifiable risks in terms of cost and programme constraints.
- If further significant local or national or international restrictions were imposed which restrict the flow of the workforce to the site and/or materials to site, Wates are entitled to review the impact of such restrictions on the costs and programme. If a proven cost can be shown, Wates can make a claim for compensation under the terms of the Contract. This is an unquantifiable risk but through proper contract

administration the mechanisms exist within the Contract to allow the Council to make representations as part of that process.

- WCL, CCC and the project team review the guidance and COVID management plan periodically to ensure that it remains up to date and relevant for the management of the risks as far as reasonably practicable.

2.3 Brexit Agreement implications on the Main Contract

- A Brexit plan had been developed with WCL prior to entering Contract, to try and quantify the risk and manage the impact of Brexit on time or cost, for something which was not published at the time of entering the contract and is currently evolving. The plan was based on a review of the availability of key areas of the workforce, the location of the designers for some of the specialist design work, the ownership, source of the raw materials and finished products likely to be used to build and operate the project.
- The review of the Brexit plan, like the COVID and Flood plans, is an ongoing process to reflect the construction activities and programme. The plan is updated periodically to identify any emerging risks and mitigate them where possible.
- We are currently experiencing challenges to availability, delivery times and costs on cement-based produces and cladding materials. It isn't clear at this stage whether the cause has its origin in the COVID pandemic or Brexit. Measures have been put in place to source alternative supplies or purchased materials in advance and store them where possible.

2.4 Main contract - Budget

- The main contract work element of the project is valued at circa £21 m.
- The remainder of the budget is allocated to other costs associated with the delivery of the project.
- The contract has been let using an NEC form of contract. A key feature of this form of contract is the collaborative approach to identifying construction issues as they arise and agree a solution. Part of this process is issuing Early Warning Notices which is then followed by an administrative process which works through potential solutions including any time or cost implications.
- The main contract and delivery costs are currently on target to stay within budget.

3.0 Social Value Management

An important part of the Sands construction programme relates to the social value created by the project. Wates Construction Limited (WCL) generate a regular tracker of social value achieved. Below is a snapshot of this tracker:

- 1 Gateman employed and 2 x cleaners from English Rose employed on site. The Gateman was retained as a part of the government Kickstart programme.
- WCL provided CV mentoring support for Young Women's Trust Candidates in Jan, Feb and March 2021.
- 15 - 19th Feb 2021 - Build Yourself at Wates event delivered with 33 candidates and 6 staff.
- Total amount (£) spent in LOCAL supply chain through the contract – spend to date, £7,664,334 (83% of total spend to date).

4.0 Development of the Sands health, wellbeing and leisure programme

A further important part of the new facilities development is the work currently underway with GLL, NHS providers and other key partners.

Although the project is still over 14 months away from completion preparation work is underway to ensure the new facilities are maximised and that these facilities and services support local need and demand. This is particularly important in a post-pandemic environment. The following is an overview of work currently being developed:

- Former Newman School site provision and development. The City Council continues to work with GLL, NHS musculoskeletal (physiotherapy) services and other integrated care services to develop a pathway for patients to receive treatment and take the opportunity of using the facilities on this purpose built temporary site. This work will prepare the teams for moving to the new Sands site and scaling up services.
- Discussions have commenced (although are at an early stage) with Carlisle College on the future use of the former Newman School site. Carlisle College are currently using other classroom and sports hall facilities on site for their curriculum and pastoral activities. The Council is exploring the potential for future collaboration between the North East and North Cumbria integrated care service (NHS), GLL and the college for a legacy site focused on health and wellbeing training, teaching and treatment.
- Again, at an early stage, the Healthy City Team are working with the city engineer and projects teams to establish the potential for cycle and walking routes adjacent

to the Sands facility. These would join existing routes within Bitts and Rickerby Park and compliment the wider Cycling and Walking Infrastructure Plans for Carlisle.

- Finally (for now), development work is taking place on delivering a wider and fully inclusive social prescribing programme. This work will span cultural, arts and physical activity programmes and the Sands will provide indoor space and services to meet the demands of this programme.

Over the next period these discussions will be developed a refined to ensure they compliment and support the existing programmes operated by GLL for aquatics and other indoor sports and health activities.

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- 5.1** This project makes a significant contribution to the priority to *“Further develop sports, arts, and cultural facilities to support the health and wellbeing of our residents”*.

In addition, project also contributes to the following other priorities:

“Support business growth and skills development to improve opportunities and economic prospects for the people of Carlisle.”

“Promote Carlisle regionally, nationally and internationally as a place with much to offer - full of opportunities and potential.”

Contact Officer: **Darren Crossley**

Ext: **7004**

Appendices

attached to report:

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 – None

FINANCE – None

EQUALITY – Implications are contained within the main body of the report

INFORMATION GOVERNANCE – None at this stage.

Health and Wellbeing Scrutiny Panel

Agenda
Item:
Item
A.6

Meeting Date: 02 September 2021
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.22/21

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
- Note the current work programme

Tracking

Executive:	Not applicable
Scrutiny:	HWSP 02/09/21
Council:	Not applicable

1. Notice of Key Decisions

1.1 The most recent Notice of Key Executive Decisions was published on 30 July 2021. 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.15/21 - Carlisle Plan
- KD.10/21 – Budget Process 2022/23 – 2026/27

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.

	Meeting date	Minute reference	Action	Status
1	10/06/21	HWSP 41/21	2) That future monitoring of the 2037 baseline and appropriate Key Performance Indicators be included in the Panel's regular performance reports. 3) That the Policy and Communications Manager provide the Panel with the following: - Information on how rural electric vehicle charging points could be introduced	Pending Pending
2	22/07/21	HWSP 49/21	2) That the consultation responses summary be circulated to the Panel at the relevant time.	Pending

3	22/07/21	HWSP 51/21	<p>2) That the following matters be added to the Panel's Work Programme:</p> <ul style="list-style-type: none"> -Turkish Baths feasibility study in September with a visit to the Turkish Baths before it was scrutinised. -Old Fire Station Update <p>3) That the comments of the Panel, as detailed above, be passed to the Scrutiny Chairs Group for their next meeting.</p>	<p>Pending</p> <p>Pending</p> <p>Pending</p>
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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 2021-22

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 2021-22

Date	Title	Type of Scrutiny	Lead Officer
10/06/2021	Local Environment (Climate Change) Strategy	Policy development	Steven O'Keeffe
	End of Year Performance Report	Monitoring	Gary Oliver
22/07/2021	Draft Carlisle Plan	Policy Development	Steven O'Keeffe
	Sustainable Food Places - Food Carlisle from Bronze to Silver	Partnership	Jeannie Pasley/ Emma Mackie
02/09/2021	Annual Equality Report	Policy update	Rebecca Tibbs
	Performance Report - Q1	Monitoring	Gary Oliver
	Covid-19 Recovery Update	Policy update	Steven O'Keeffe
	Sands Centre Redevelopment - planning programmes	Policy update	Darren Crossley
Sept 2021	Old Fire Station – for information report	n/a	Darren Crossley
TBC Sept 2021	Turkish Baths – site visit		Steve Robinson
14/10/2021	Zero Carbon Partnership	Partnership	Steven O'Keeffe
	Local Air Quality Action Plan	Policy update	Scott Burns
	Turkish Baths - feedback on feasibility work	Policy update	Steve Robinson
	Housing Assistance Grants - DFGs, repair assistance and empty property grants	Policy update	Scott Burns
25/11/2021	Tullie House Business Plan	Partnership	Darren Crossley
	Cycling Walking Infrastructure Plans (CWIPS)	Policy development	Darren Crossley
	Budget Setting	Budget	Alison Taylor
	Cumbria Choice - accessibility of platform and performance of Allocations Policy	Policy update	Gareth Torrens
	Performance Report - Q2	Monitoring	Gary Oliver
13/01/2022	Draft Healthy City Strategy - post covid re-build	Policy update	Luke Leathers
	Carlisle Partnership - National Lottery Place project & External funding project	Policy update	Emma Dixon
	Strategic framework for Culture in Carlisle	Policy update	Darren Crossley
	Local Hub developments (Community Safety)	Policy development	Darren Crossley
17/02/2022	Performance Report - Q3	Monitoring	Gary Oliver
	Community centre update	Policy update	Luke Leathers
	Enforcement Strategy - update on recent activity	Policy update	Colin Bowley
	Active spaces - update on plan	Policy update	Luke Leathers
07/04/2022	Scrutiny Annual Report	Policy development	Rowan Jones
	GLL	Partnership	Luke Leathers
	Homelessness - update on delivery of Strategy and on key issues	Policy update	Tammie Rhodes
	Local Government reorganisation	Policy development	Darren Crossley
	Cumbria Coastal Strategy and the Shoreline Management Plan	Policy update	Steven O'Keeffe
	Emergency Planning and Evolving Approach to Community Engagement and Climate Change	Policy update	Steven O'Keeffe