**Carlisle City Council**

**Annual Equality Report 2015/16 and Equality Action Plan 2016/17**

|  |  |
| --- | --- |
| Contents | Page |
| Key data - workforce profile | 2-3 |
| Workforce profile | 4-5 |
| Employee support | 5 |
| Training and development | 6-7 |
| Equality impact assessment, consultation and engagement | 8-9 |
| Customer satisfaction | 10 |
| Complaints | 10-12 |
| Equality objectives and Equality Action Plan 2016/17 | 13-17 |
| Appendix 1 – Workforce profile as at 31 March 2016 | 18-19 |

**Introduction**

Under the Equality Act (2010), the Council must provide information about how equality is considered in decision making, policy development and engagement. This report presents our equality information from April 2015 to March 2016.

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 as to 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, Overview and Scrutiny, and published on our website.

**Key data – workforce profile**

The details below pull out some key information about the workforce to provide a quick reference and to give context by looking at details from previous years where comparisons can be made. The full workforce profile is provided in Appendix 1.

| **As at 31 March 2016** | **Context** |
| --- | --- |
| **Number of employees**[[1]](#footnote-1) |  |
| 467 |
|  |
| **Gender**   |  |  |  | | --- | --- | --- | | Gender | Number | % | | Female | 248 | 53.1 | | Male | 219 | 46.9 | | |  |  | | --- | --- | | Date | % Female Employees | | Jan-12 | 53.0 | | Sep-14 | 57.0 | | Mar-15 | 55.9 | | Mar-16 | 53.1 | |
| **Broad ethnicity**   |  |  |  | | --- | --- | --- | | Ethnicity | Number | % | | BME employees | 3 | 0.6 | | White employees | 404 | 86.5 | | Undeclared | 60 | 12.8 | | |  |  |  |  | | --- | --- | --- | --- | | Date | % BME employees | % White employees | Undeclared | | Jan-12 | 0.8 | 91.7 | 7.7 | | Sep-14 | 0.8 | 86.8 | 12.4 | | Mar-15 | 0.6 | 87.6 | 11.9 | | Mar-16 | 0.6 | 86.5 | 12.8 | |
| **Age**  Average age of employees | Average age of employees (31.03.15) |
| 46.6 | 45.7 |
| **Age**  Employees aged between 45-64 | Employees aged between 46-65 (31.03.15) |
| 59.3% | 53.9% |
| **Employees with self-declared disabilities**   |  |  |  | | --- | --- | --- | | Disability | Number | % | | Disabled | 9 | 1.9 | | Undeclared | 102 | 21.8 | |  |
| **Training**  Employees undertaking an equality training course or completing an equality e-learning module (Apr-15 to Mar-16)[[2]](#footnote-2) | Employees undertaking an equality training course or completing an equality e-learning module (Apr-14 to Mar-15) |
| 25.3 % | 12.6% |
|  |  |
|  | |

**Workforce profile**

The Council is continually working to improve the data in terms of how it is recorded and reported to help support and develop the workforce. This report provides contextual workforce data to show how it has changed over time and identifies weaknesses in our data. Recruitment and selection figures are being transferred into our Personnel and Payroll system, iTrent, and will be provided in future reports. We will continue to monitor how the workforce changes and look at areas for action.

The undeclared information for equality characteristics makes it difficult to analyse the workforce. For example, the number of staff with no declared ethnicity has increased since 2012. The only characteristics that are fully declared are age and gender, with all others having missing information and some areas, such as sexuality and religion, having over 80% of information undeclared. This can partly be attributed to issues with the migration of information from the previous HR system to the current system, iTrent. In addition, as peoples’ circumstances change, this may not be updated in the Council’s system.

Other sources also indicate that figures are under-represented. The number of employees responding to a recent disability survey and the use of Occupational Health provision suggests a greater number of employees with a disability or long-term health problem than declared in the workforce profile. Although individuals are not obliged to declare, identifying methods to encourage employees to report sensitive data is highlighted as an action in the employee support section below and in the Equality Action Plan 2016/17.

In areas where we have information declared, the data suggests that as the workforce reduces, the diversity of our employees for some of the protected characteristics also reduces. Our workforce has decreased by 25% from January 2012 to March 2016. Recruitment has also been limited over recent years as the Council implements efficiency savings, and makes it more difficult for the authority to target recruitment at specific groups. The impact of further transformation savings will be seen in 2016/17 as the workforce adjusts to the voluntary redundancy and early release programme. Employees released through this programme may have an impact on the workforce profile if, for example, age is a factor in people applying for the scheme.

The continued transformation of the Council through service reviews has identified improved strategies for recruitment and career growth opportunities for existing staff. The new apprenticeship levy should have an impact on generating younger talent and the Council is planning to recruit more apprentices in 2016/17. The Council’s Timewise accreditation enables us to enhance our recruitment campaigns using their wording and logos. This should also assist in encouraging a diverse range of applicants for our jobs.

**Employee support**

The Council has progressed a range of initiatives for employees during 2015/16. Recruitment information has been revised to promote employee benefits that help to support staff health and wellbeing. As part of our Timewise accreditation, we are looking at ways to develop flexible and agile working through our Agile Working Strategy. The benefits of becoming a “Timewise council” include attracting and retaining the best talent, and a more engaged and diverse workforce with enhanced performance. We will continue to raise awareness across the Council through our Intranet site and working group to progress the objectives of agile working.

Following internal surveys on support for carers and employees with disabilities in 2014/15, we have developed information on caring support available to staff. The Council’s commitment to the 2 ticks disability scheme and support available has been communicated to employees. A staff disability awareness group has been formed to determine what action can be taken too improve the Council’s approach to disability. The group feels that the Council is a good employer due to the support it offers to staff with disabilities through information provided to staff, flexible working arrangements, workplace adjustments and support available through the Employee Assistance Programme and Occupational Health. Actions suggested from this group include:

* identifying improvements to managing mental health issues, including training and promoting access to support available to employees.
* identifying methods to increase data regarding sensitive information of employees. The first step in this process is to give employees a set time period to access and update their personal information within iTrent. This can then be reviewed to determine the success of this action in increasing the amount of declared data for characteristics.
* amending the employee appraisal process to include a review of support required for employees with a disability.

**Training and development**

We provide a range of training and development for staff through courses, e-learning, briefings, information and employee development. Management training sessions for recruitment and selection, disciplinary and grievances, and attendance management all include equality briefings and discussions on the impact of these on employees. Staff are encouraged to undertake self-development through advice and guidance available on the Council’s Intranet. This can be used to refresh or develop an individual’s knowledge as required.

The Council has an agreement in place with its 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 employed by the Council are aware of their equality responsibilities.

Details of the training, attendance and e-learning modules completed by staff in 2015/16 are provided in the tables below. In total, 167 staff attended an equality training course and 64 equality e-learning modules were completed, with a number of staff attending or completing more than one course. Feedback is encouraged for all courses to assist the Council in developing the corporate training programme. The Essential Training Programme was also reviewed to ensure that all employees receive training relevant to their position and this is refreshed as required.

|  |  |
| --- | --- |
| **Overall equality training (Apr-15 to Mar-16)** | |
| % employees undertaking an equality training course or completing an equality e-learning module[[3]](#footnote-3) | 25.3 % |

| **Equality training courses (Apr-15 to Mar-16)** | | | |
| --- | --- | --- | --- |
| % unique employees who completed an equality training course[[4]](#footnote-4) | | | 24.4% |
| **Course** | **Course description** | **Date(s)** | **Numbers attended** |
| Dementia Friends | To give people a better understanding of dementia and the small things that can make a difference to the lives of people affected by dementia. | 09/06/2015 16/06/2015 | 21 |
| **Course** | **Course description** | **Date(s)** | **Numbers attended** |
| Dignity and Respect | To ensure that staff are aware of the Council’s Encouraging Mutual Dignity and Respect Policy. | 22/02/2016 23/02/2016 | 38 |
| Prevent | To ensure awareness of the Counter Terrorism and Security Act 2015, that places a legal duty on specified authorities to have “due regard to the need to prevent people from being drawn in to terrorism”. | 21/03/2016 | 20 |
| Safeguarding Adults | To raise awareness of responsibilities to safeguard adults at risk. | 15/10/2015 26/11/2015 03/12/2015 28/01/2016 | 44 |
| Safeguarding Children | To raise awareness of responsibilities to safeguard children and young people at risk. | 15/10/2015 26/11/2015 03/12/2015 28/01/2016 | 44 |

|  |  |
| --- | --- |
| **Equality e-learning modules (Apr-15 to Mar-16)** | |
| % unique employees who completed an e-learning module[[5]](#footnote-5) | 4.9% |
| **Module Name** | **Number completed** |
| Autism Awareness | 5 |
| Disability Awareness | 3 |
| Drug & Alcohol Awareness | 7 |
| Equality & Diversity Module 1 | 12 |
| Equality & Diversity Module 2 | 10 |
| Equality Impact Assessment | 5 |
| Faith & Belief | 6 |
| Learning Disability Awareness - Housing & Homeless | 7 |
| Mental Health Awareness | 9 |

**Member training**

A Doorstep Challenge course was attended by 3 members to provide an understanding of a member’s role in directing, challenging and supporting the Council and its partners in the delivery of an equal quality of service to its staff and the community. Equality is incorporated into other training and information provided to members including the employment panel and code of conduct which was delivered to 13 members in the last year.

**Equality impact assessments, consultation and engagement**

The Council undertakes 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. Examples of impact assessments and consultation undertaken include:

* Low Cost Home Ownership Policy (July 2015)

The most significant change in the policy was giving a priority to people in need of a particular type of property – i.e. households with children for larger family properties, and older or disabled people for bungalows or adapted accommodation. As part of the consultation on the policy, a stakeholders’ event was held for external interest groups representing different equality groups who could be affected by the changes.

* Castle Way consultation (September 2015)

The Council undertook a public consultation exercise on the draft proposals for a toucan crossing at Castle Way to reconnect the Castle to the city centre and provide street level access for pedestrians and cyclists. The consultation involved the distribution of letters, leaflets and the invitation to participate and comment in a public exhibition on the proposals.

* Budget Consultation 2016/17

Members highlighted concerns with a proposal to limit three hours free parking for disabled people to designated blue badge bays in the Council’s car parks. The Executive considered this feedback and agreed that this would not be introduced pending further impact assessments in 2016.

* **Carlisle District Local Plan 2015-2030 (ongoing)**

Following the conclusion of the hearing sessions phase of the examination of the Plan in January 2016, the Proposed Main Modifications that have been identified as those necessary to make the Plan sound were subject to public consultation from March to April 2016.

We also conduct a range of surveys to gather feedback from our staff, members and customers. A sample of these undertaken in 2015/16 is shown in the table below.

|  |  |  |  |
| --- | --- | --- | --- |
| **Title** | **Start date** | **End date** | **Internal / external use** |
| Talkin Tarn | 21/05/2014 | 10/08/2015 | External |
| Food Charter | 08/07/2014 | 25/08/2015 | External |
| Neighbourhood Services | 07/08/2014 | 16/08/2015 | External |
| Discover Carlisle Events Guide | 01/11/2014 | 15/09/2015 | External |
| Carlisle Food City | 06/02/2015 | 30/07/2015 | External |
| Old Fire Station | 15/08/2015 | Ongoing | External |
| Carlisle Focus Winter Spring 2015/16 (new website) | 01/11/2015 | 08/01/2016 | External |
| Agile Working Survey | 06/11/2015 | 20/11/2015 | Internal |
| Agile Working Managers Survey | 06/11/2015 | 20/11/2015 | Internal |

**Customer satisfaction**

Our online satisfaction survey includes optional equality monitoring questions. This provides information about the equality characteristics of people using our services in relation to their level of satisfaction. The number of respondents to the satisfaction survey and equality monitoring questions for 2015/16 was too small to provide a statistical sample. We had planned to try and boost the number of responses during the year; however our survey services were disrupted due to our new website launching at the end of September 2015 and the impact of the flood on our digital infrastructure. We have made improvements to our survey tools and re-launched our satisfaction survey on the website.

Overall satisfaction with Council services in 2014/15 was 61.25% very or fairly satisfied*[[6]](#footnote-6).* This was measured through a combination of survey work undertaken through the website, Focus magazine and face to face interviews. We will measure this again in 2016/17 to identify how satisfied our customers are.

**Complaints**

The Council’s 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 optional. The figures for January 2016 to March 2016 are provided in the table below, unfortunately, information from April 2015 to December 2015 was lost during the flood.

The figures provided are for the number of equality monitoring forms received, not the number of complaints. This makes analysis difficult given that information is voluntary and not all equality characteristics are declared. The figures indicate that people over the age of 45 and those with a disability are more likely to complete the equality monitoring form. It is unclear if this is because the complaint is related to an equality issue. The complaints equality monitoring form has been revised to include questions about if the complainant felt that the issue was related to equality. This will help us to identify if there are equality issues that need to be addressed.

| **Complaint equality monitoring forms** | |
| --- | --- |
| **Jan- March 2016**  Number of complaint equality monitoring forms | **Context**   |  |  | | --- | --- | | Date | Number of complaint equality monitoring forms | | 2013 to Aug-14 | 36 | | Sep-14 to Mar-15 | 15 | | Jan-16 to Mar-16 | 6 | |
| 6 |
|  |
| **Gender**   |  |  |  | | --- | --- | --- | | Gender | Number | **%** | | Male | 2 | 33 | | Female | 2 | 33 | | Undeclared | 2 | 33 | | |  |  |  |  | | --- | --- | --- | --- | | Date | % Male | % Female | % Undeclared | | 2013-Aug14 | 50 | 39 | 11 | | Sep14-Mar 15 | 47 | 40 | 13 | | Jan16-Mar16 | 33 | 33 | 33 | |
| **Age**   |  |  |  | | --- | --- | --- | | Age | Number | % | | 45-59 | 1 | 16.7 | | 60-74 | 5 | 83.3 | |  |
| **Ethnicity**   |  |  |  | | --- | --- | --- | | Ethnicity | Number | % | | White British | 6 | 100.0 | | |  |  |  |  | | --- | --- | --- | --- | | Date | % White British | % White Other | % Undeclared | | 2013-Aug14 | 88.9 | 2.8 | 8.3 | | Sep14-Mar 15 | 80.0 | 13.3 | 6.7 | | Jan16-Mar16 | 100.0 | 0.0 | 0.0 | |
| **Sexuality**   |  |  |  | | --- | --- | --- | | Sexuality | Number | % | | Heterosexual | 5 | 83.3 | | Undeclared | 1 | 16.7 | | |  |  |  |  | | --- | --- | --- | --- | | Date | % Hetero sexual | % Gay | % Undeclared | | 2013-Aug14 | 69.4 | 0.0 | 30.6 | | Sep14-Mar 15 | 80.0 | 6.7 | 13.3 | | Jan16-Mar16 | 83.3 | 0.0 | 16.7 | |
| **Disability**   |  |  |  | | --- | --- | --- | | Disability | Number | % | | None | 3 | 43 | | Registered Disabled under DDA Definition | 0 | 0 | | Disabled under DDA definition but not registered | 1[[7]](#footnote-7) | 14 | | Long term limiting condition that affects health | 1 | 14 | | Long term limiting condition that does not affect health | 0 | 0 | | Undeclared | 2 | 29 | |  |
| **Religion/Belief**   |  |  |  | | --- | --- | --- | | Religion / Belief | Number | % | | Christian | 4 | 66.7 | | Non Religious | 1 | 16.7 | | Undeclared | 1 | 16.7 | |  |

**Equality objectives 2016-19**

The Council’s equality objectives were agreed by the Executive in March 2016 as:

1. Improve health, wellbeing and economic prosperity in Carlisle
2. Improve quality of workforce profile and report recruitment and selection data
3. Ensure people have appropriate access to the services they need
4. Foster good relations between different people by celebrating communities

The actions have been identified to help deliver the equality objectives 2016-19 and respond to issues identified in this report. They are reviewed and developed annually.

| **Equality Action Plan 2016/17** | | | | |
| --- | --- | --- | --- | --- |
| **Equality objective** | **Action** | **Progress** | **Due date** | **Lead team(s)** |
| Improve health, wellbeing and economic prosperity in Carlisle | Deliver the Carlisle Plan 2015-18 priorities and work in partnership to achieve these across the district. | 2015/16 End of Year Performance Report reported to Executive 04/07/16. | Ongoing | All Council Services |
| Improve quality of workforce profile and report recruitment and selection data | Implement iTrent recruitment module. Review and standardise ethnicity categories on recruitment monitoring forms and in iTrent recruitment model. | iTrent recruitment module under development to include equality reporting requirements. | Ongoing | Human Resources, Policy and Communications, Personnel and Payroll |
| Improve quality of workforce profile and report recruitment and selection data | Promote self-declaration within iTrent for staff to increase data for all equality characteristics within the workforce profile. | Employees will be given a set time period to access and update their sensitive information within iTrent. Staff disability awareness group will monitor the progress. | Ongoing | Human Resources, Personnel and Payroll |
| Ensure people have appropriate access to the services they need | Boost responses to the equality questions within the online satisfaction survey to provide a baseline figure. | New survey has been implemented following the launch of the new website (September 2015) and move from server based survey to cloud based survey. | March 2017 | Policy and Communications |
| Ensure people have appropriate access to the services they need | Revise complaint equality monitoring form to screen for equality issues to help determine if action is needed to address these. | A revised complaints policy and complaint form was implemented in June 2016. | March 2017 | Customer Services, Policy and Communications |
| Ensure people have appropriate access to the services they need | Review equality website page to include revised objectives and open data links. | Completed | n/a | Policy and Communications |
| Ensure people have appropriate access to the services they need | Review intranet equality information, including customer information, consultation and access to impact assessment resources. This will include information about partners that can be engaged in consultation and engagement work with communities across Carlisle. | This work will link to the action below to review the communications and accessibility policy. | March 2017 | Policy and Communications |
| Ensure people have appropriate access to the services they need | Review communications and accessibility policy, and related engagement and consultation policies. | Review to begin in Summer 2016 | March 2017 | Policy and Communications |
| Ensure people have appropriate access to the services they need | Review our suppliers’ framework for equality related goods and services, ensuring that relevant and appropriate partners are consulted on the procurement process. | Review to begin in Summer 2016 | December 2016 | Policy and Communications |
| Ensure people have appropriate access to the services they need | Continue to support the development of the Smarter Service Delivery project. | Work has begun to move the Customer Relationship Management System into Salesforce. This work will enhance the delivery of excellent customer care and help to ensure customers are treated fairly and equally according to need. | Ongoing | Customer Services, Policy and Communications |
| Ensure people have appropriate access to the services they need | Ensure that service managers are briefed about the new policy, action plan and resources available to them to support equality work. | Management briefing 01/06/16 and equality training sessions for all managers and supervisors scheduled for 14/07/16 and 15/07/16. | June 2016 | Policy and Communications |
| Ensure people have appropriate access to the services they need | Continue to engage appropriately with relevant groups and communities on policy development and service delivery, to ensure that the Council considers equality in decision making. | Evidence of continued engagement on proposed changes and service delivery in annual report (impact assessments, consultations and engagement). | Ongoing | All Council Services |
| Ensure people have appropriate access to the services they need | Review AWAZ’s concerns regarding Roma, Gypsy and Travellers communities with regards to Council services. | Meeting held with AWAZ 08/04/16 – notes and actions from this meeting to be agreed. | August 2016 | All Council Services |
| Celebrate communities to foster good relations between different people | Continue to review and develop events programme to help celebrate different communities in Carlisle. Explore the possibility of:   * a cultural bazaar/world cinema event to celebrate the art and culture of an increasingly diverse Carlisle. * providing further recognition or an award, as a way of acknowledging that in times of crisis communities support each other, following the recent flooding in Carlisle. | Cultural event to be held in the city centre being discussed with local equality group. | Ongoing | Policy and Communications |
| Celebrate communities to foster good relations between different people | Continue to support hate crime reporting in Community Centres and measures that support the increased reporting of hate crime within the Carlisle and Eden Community Safety Partnership Plan.[[8]](#footnote-8) | The Council continues to support hate crime reporting and will feed into the development of the 2016/17 Plan. | Ongoing | All Council Services |
| Celebrate communities to foster good relations between different people | Work with partners to reduce the incidence and impact of hate crime on the local community | AWAZ’s article ‘Turning the Spotlight on Hate Crime’ featured in Carlisle Focus Summer – Autumn 2016. The Clean Neighbourhood Team continues to work with the Community Safety Partnership to develop and deliver coordinated action where emerging issues are identified. | Ongoing | All Council Services |

| **Workforce profile 31 March 2016** | | **Carlisle Census 2011** | |
| --- | --- | --- | --- |
| Number of staff 467 | | Population of Carlisle 107,524 | |
| Age Range | % | Age Range (years) | % |
| 16-24 | 2.8 | 0-15 | 17.2 |
| 25-34 | 13.1 | 16-64 | 64.3 |
| 35-44 | 22.9 |
| 45-54 | 36.8 |
| 55-64 | 22.5 |
| 65+ | 1.9 | 65+ | 18.5 |
|  | | | |
| Marital Status | % | Marital Status | % |
| Civil Partner | 0.9 | Civil Partner | 0.2 |
| Divorced | 4.9 | Divorced | 9.7 |
| Married | 50.5 | Married | 47.3 |
| Separated | 1.9 | Separated | 2.5 |
| Single | 31.7 | Single | 32.2 |
| Undeclared | 9.6 | Undeclared |  |
| Widowed | 0.4 | Widowed | 8.2 |
|  | | | |
| Ethnicity | % | Ethnicity | % |
| Asian or Asian British | 0.2 | Asian or Asian British | 1.2 |
| Black or Black British | 0.2 | Black or Black British | 0.1 |
| Chinese | 0.2 | Chinese |  |
| Other Ethnic Group | 0.0 | Other Ethnic Group | 0.1 |
| Mixed | 0.0 | Mixed | 0.5 |
| Undeclared | 12.8 | Undeclared |  |
| White British | 85.4 | White British | 95.0 |
| White Irish | 0.2 | White Irish |  |
| White Other | 0.6 | White Other | 3.1 |
| White - Other European | 0.2 | White - Other European |  |
|  | | | |
| Gender | % | Gender | % |
| Female | 53.1 | Female | 50.8 |
| Male | 46.9 | Male | 49.2 |
|  | | | |
| Disability (self-declared) | % | Disability and health – day to day activities limited? | % |
| No | 76.2 | No | 80.8 |
| Yes | 1.9 | Yes a lot | 9.2 |
| Undeclared | 21.8 | Yes a little | 10.0 |
|  | | | |
| Sexuality | % | Data not available | |
| Heterosexual | 14.1 |
| Lesbian or Homosexual | 0.4 |
| Undeclared | 85.5 |
|  | | | |
| Religion | % | Religion | % |
|  |  | Buddhist | 0.26 |
| Christian | 6.9 | Christian | 69.1 |
| No Religion | 8.1 | No religion | 22.9 |
| Other Religion | 0.2 | Other | 0.95 |
| Undeclared | 84.8 | Undeclared | 6.8 |

**Pregnancy and Maternity**

The number of employees who commenced their maternity leave in 2015/16 was 6.

| **Grievances - April 2015 to March 2016** | | | |
| --- | --- | --- | --- |
| Number of grievances 5 | | | |
| Age Range | % | Marital Status | % |
| 16-24 | 0 | Divorced | 20 |
| 25-34 | 40 | Married | 20 |
| 35-44 | 0 | Single | 20 |
| 45-54 | 40 | Undeclared | 40 |
| 55-64 | 0 |  |  |
| 65+ | 20 |  |  |
|  | | | |
| Ethnicity | % | Gender | % |
| White British | 60 | Male | 80 |
| Undeclared | 40 | Female | 20 |
|  | | | |
| Disability | % |  |  |
| Yes | 0 |  |  |
| No | 40 |  |  |
| Undeclared | 60 |  |  |

1. Number of employees based on the number of posts. Staff (12) who have multiple posts are counted twice. [↑](#footnote-ref-1)
2. If an employee attended more than one course and/or completed more than one module they are only counted once. For detailed information please see the Training and development section on pages 6-7. [↑](#footnote-ref-2)
3. If an employee attended more than one course and/or completed more than one module they are only counted once. [↑](#footnote-ref-3)
4. If an employee attended more than one course they are only counted once. [↑](#footnote-ref-4)
5. If an employee completed more than module they are only counted once. [↑](#footnote-ref-5)
6. PC10/15 End of year Performance report 2014/15 [↑](#footnote-ref-6)
7. also answered long term limiting condition that affects health [↑](#footnote-ref-7)
8. *The most significant change in crime was the increase in levels of* ***hate crime*** *(51.9%, from 54 incidents in the previous year to 82). It is worth noting that the aim of Cumbria Constabulary is to increase the reporting of hate incidents and crimes. The cause of the majority of hate crimes is racism, accounting for 69.5% across the county. Hate crime incidents tend to take place in and around town centres and are also linked to areas where there are greater proportions of black and ethnic minority groups and migrant workers. The increase in the number of hate crimes may not necessarily reflect an absolute increase in crimes as it could relate to improved reporting systems which are available online via multi agencies and organisation.* Carlisle & Eden CSP Annual Plan 2015/16 <http://cmis.carlisle.gov.uk/cmis/Document.ashx?czJKcaeAi5tUFL1DTL2UE4zNRBcoShgo=PSg5dRyMAU%2bX32Z0p%2bVXGqDsk2m7niswQj268NKR6VhM%2fvdSl9S%2fGQ%3d%3d&rUzwRPf%2bZ3zd4E7Ikn8Lyw%3d%3d=pwRE6AGJFLDNlh225F5QMaQWCtPHwdhUfCZ%2fLUQzgA2uL5jNRG4jdQ%3d%3d&mCTIbCubSFfXsDGW9IXnlg%3d%3d=hFflUdN3100%3d&kCx1AnS9%2fpWZQ40DXFvdEw%3d%3d=hFflUdN3100%3d&uJovDxwdjMPoYv%2bAJvYtyA%3d%3d=ctNJFf55vVA%3d&FgPlIEJYlotS%2bYGoBi5olA%3d%3d=B03MzdTRKlI%3d&d9Qjj0ag1Pd993jsyOJqFvmyB7X0CSQK=ctNJFf55vVA%3d&WGewmoAfeNR9xqBux0r1Q8Za60lavYmz=ctNJFf55vVA%3d&WGewmoAfeNQ16B2MHuCpMRKZMwaG1PaO=ctNJFf55vVA%3d> [↑](#footnote-ref-8)