



Fenland District Council Business Plan 2024/25

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Introduction by the Leader and Chief Executive

Welcome to Fenland District Council's Business Plan for 2024/25.

We are pleased to present Fenland District Council's Business Plan for 2024/25, which sets out our ambitions and priorities for the year ahead.

As you read through the plan, you'll see it is not merely a document, but a testament to our commitment of putting the people we serve at the heart of everything we do.

Despite global challenges of the last few years and an ever-evolving landscape of public service, no other principal council in the country has a better record for keeping council tax down for its residents than Fenland.

Almost every other principal council has raised its council tax over the past six years, and of the few which haven't raised their council tax, none can match Fenland's 2% reduction in that period. Fulfilling the mandate on council tax on which the ruling group had been elected, councillors believe that the burden of providing cost-efficient services should fall on the Council itself, a long way before it falls on our residents.

Councillors are also passionate about building on the Council's strong track record of delivering high quality services people can rely on and, in a changing world, continuing to foster a resilient local authority that can adapt, innovate and lead.

We have big ambitions for the district, but every year we have less money from central government to deliver them. The world around us is changing, but we need to diversify and modernise our services to respond to those changes.

At the core of our plan is a commitment to transformation. In 2023, the Council was nationally recognised by The Municipal Journal for workforce transformation, but we want to do more.



Paul Medd
Chief Executive



Chris Boden
Leader of the Council

Through our ongoing Transformation Agenda, we're embracing innovative solutions and investing in technology to reshape the way we work and streamline internal processes. Not only will this make our services more efficient, it will make it easier for residents and businesses to engage with us, resolve matters more quickly, and experience a level of service that reflects the high standards we set.

Another key priority in our plan is directed towards businesses, acknowledging their pivotal role in our local economy. Through targeted funding initiatives and supportive programs, we aim to catalyse entrepreneurial growth, build skills development, and support a vibrant business landscape.

Furthermore, we understand the ongoing challenges many people across Fenland continue to face with the cost of living and will ensure that everyone who needs help has access to the support and guidance available to them.

Guided by the priorities set out in this plan, we will also continue to adopt a more commercial approach in what we do to help deliver our growth aspirations and further futureproof the organisation. We will also promote and develop active and sustainable travel; support Fenland's thriving arts, heritage and culture scene, and improve the way we empower and engage with our local communities.

Collaboration and engagement with our communities, businesses and public sector partners over the next 12 months will, as always, be at the forefront of our approach.

Together, we can face the future with real confidence and deliver a stronger, more connected district of which we can all be proud.

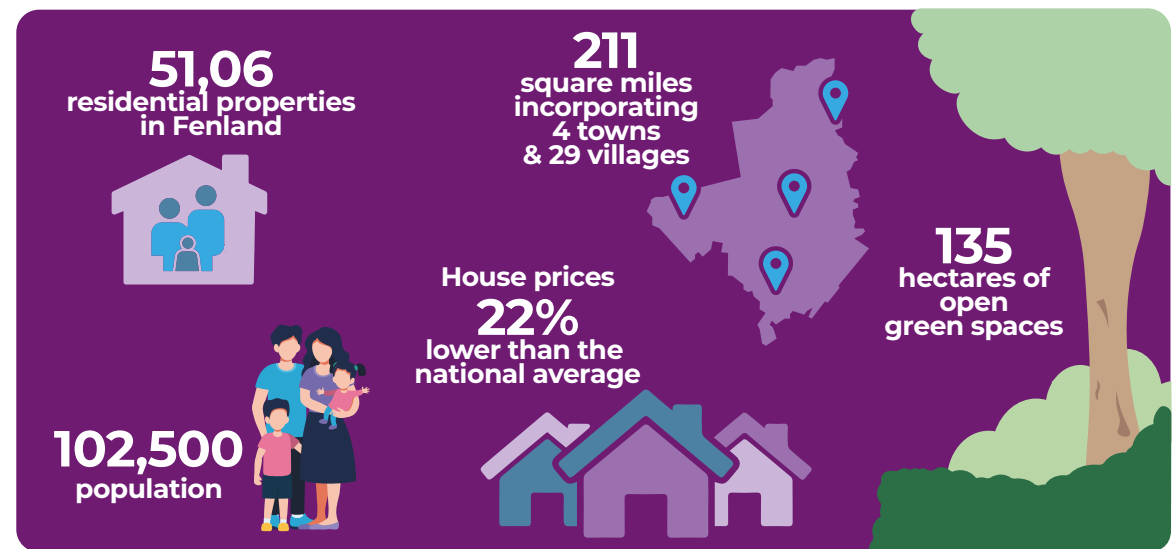
About Fenland

Fenland has a strong community spirit and pride in its heritage. There are 102,500 people living in Fenland District (ONS: 2021), which covers 211 square miles within North Cambridgeshire. Over 70% of residents live within our four market town of Chatteris, March, Whittlesey and Wisbech, and our beautiful rural landscape is home to 29 villages.

Fenland has the lowest house prices in Cambridgeshire, with the average house priced at £241,483 (UK HPI August 2023), 22% less than the national average. With close proximity to large Urban centres such as Cambridge and Peterborough, Fenland's population continues to grow. By 2043, it's expected that our population will have increased by 16% to 118,826 (ONS 2021).

In addition, 23,400 residents (23%) are aged over 64, above average compared to Cambridgeshire and the UK (ONS 2021). Alongside our partners, we are working to enable residents to access the support and resources they need to live happily, healthily and independently.

We also face some challenges around deprivation. We are the 80th (out of 317) most deprived area in the country (IMD: 2019). Nevertheless, we continue to work closely with our partner organisations to positively overcome these challenges.



Our Priorities

Our Business Plan sets out the priorities we aim to deliver over the next 12 months. These priorities have been developed to address the most important needs of our communities and set a framework for how we will work towards our ambitions for the area and achieve our goal of creating a thriving place to live and visit.

Our core priorities focus on three areas: Communities, Environment and Economy. These priorities primarily focus on the statutory and wide variety of services that we provide day-to-day. In a typical year we empty 3 million bins, clean 210 square miles of town centres and open spaces, answer 60,000 telephone enquiries and determine 1,300 planning applications – and more!

A fourth priority, Quality Organisation, sits alongside everything we do. It aims to ensure that the Council runs effectively, transparently and sustainably. We invest in and support our workforce to ensure they have the skills and resources they need to work to the best of their ability.

Each priority is underpinned by a series of performance indicators, which are used to track progress, measure success, and identify areas for improvement. All performance indicators are reported to all elected Members at our Council meetings. These public reports are summarised to provide end of year performance updates against our priorities in our Annual Report, which is available to download on our website.

Where a priority does not have a linked performance indicator, usually where we work towards objectives with partners, updates will be reported via Portfolio Holder Briefings at Council meetings (Appendix 1).

We also have a fifth cross cutting priority: Transformation Agenda. This priority encompasses our ongoing transformation work to improve efficiency and customer experience, drive positive change and ensure the Council is fit for the future.

Summary of our Corporate Priorities

Communities

- Support vulnerable members of our community
- Promote health and wellbeing for all
- Work with partners to promote Fenland through Culture and Heritage

Environment

- Deliver a high performing refuse, recycling and street cleansing service
- Work with partners and the community on projects that improve the environment and our street scene
- Work with partners to keep people safe in their neighbourhoods by reducing crime and anti-social behaviour and promoting social cohesion

Economy

- Attract new businesses, jobs and opportunities whilst supporting our existing businesses in Fenland
- Promote and enable housing growth, economic growth and regeneration across Fenland
- Promote and lobby for infrastructure improvements across the district

Transformation Agenda - Council for the Future

In 2019, we began our Transformation Agenda programme (TA1). This focussed on transforming the way the Council delivers all aspects of our services to our customers.

TA1 is on track to deliver over £1m savings over the medium term.

In order to assist with meeting our financial challenges and to continue to transform the Council, our Cabinet members have committed to building on the successes of our first Transformation Agenda programme, and to develop a second phase.

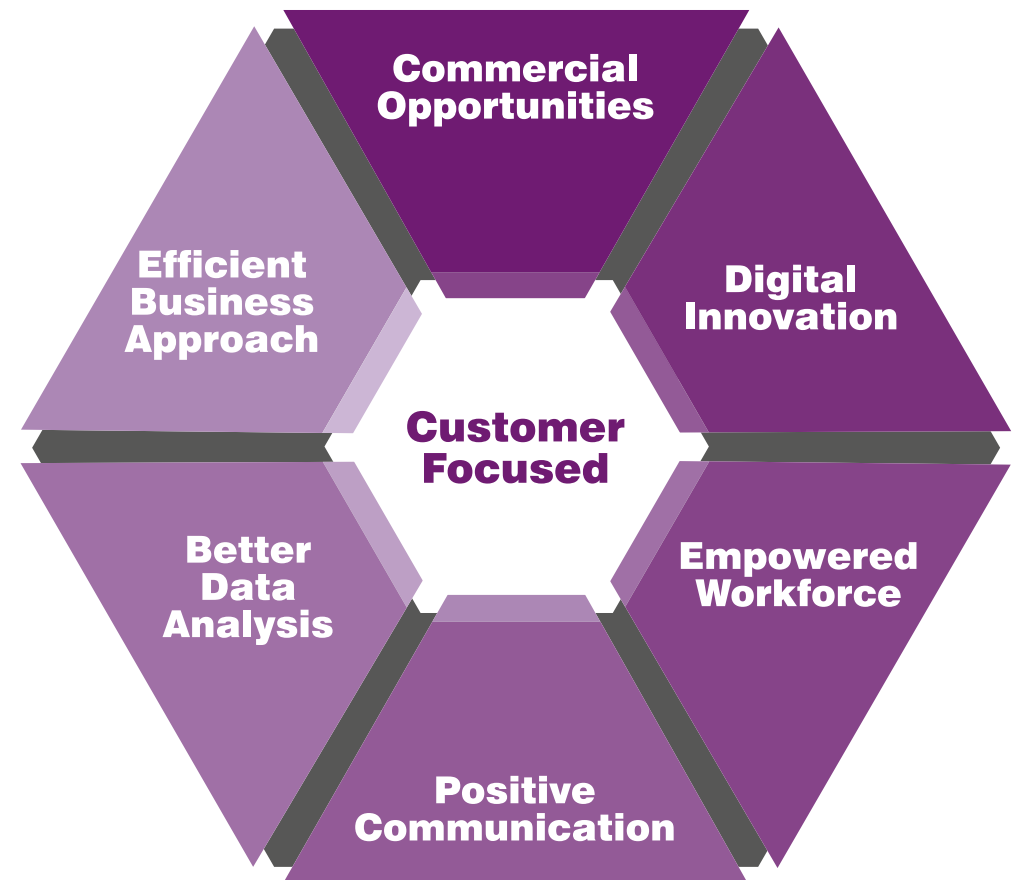
Transformation Agenda 2 (TA2)

Spanning across all services within the council, the Transformation Agenda 2 programme ties together all major 'change' initiatives that are looking to improve how the council works and delivers services.

Whether this is reviewing a service, how systems support delivery or how staff are able to conduct their jobs in a more effective and flexible manner, the programme will aim to ensure we

are an effective and efficient Council for the future.

We have developed a number of key principles that will align with all future transformation projects and the TA2 programme.



Transformation Service Reviews

A key focus of the Transformation Agenda 2 will be working with all services across the council in order to carry out service reviews. This holistic approach will ensure we maximise the opportunities, outlined below across the organisation;

- Efficiency
- Smarter ways of working
- Maximising the use of technology
- Enhanced customer experience
- Maximise opportunities for income generation

Key Service Reviews will be sponsored by our Cabinet Members as outlined below:

Transformation Agenda 2

Cllr Chris Boden Finance Audit & Risk Accommodation Project	Cllr Sam Hoy Housing Options Private Sector Housing Licensing	Cllr Peter Murphy Environmental Services Park & Open Spaces
Cllr Ian Benney Property & Estates Marine Services Economic Growth	Cllr Dee Laws Planning Local Plan	Cllr Chris Seaton Transport Heritage
Cllr Jan French Benefits & Council Tax (ARP) Car Parking	Cllr Alex Miscandlon Leisure Internal Drainage Board (IDB)	Cllr Steve Tierney ICT My Fenland Policy & Communications
		Cllr Susan Wallwork Environmental Health Communities

Partnership Investment in Fenland

We're working hard to attract the crucial external funding needed to unlock Fenland's potential and bolster its prosperity and resilience in the coming years.

Our previous policy of applying for any and all funding opportunities will now have to be tempered by any potential financial liability that the Council could face, particularly in respect of rising capital costs and the new requirement upon the s151 Officer to guarantee that the Council will meet any additional unanticipated costs when applying for some Government funding opportunities.

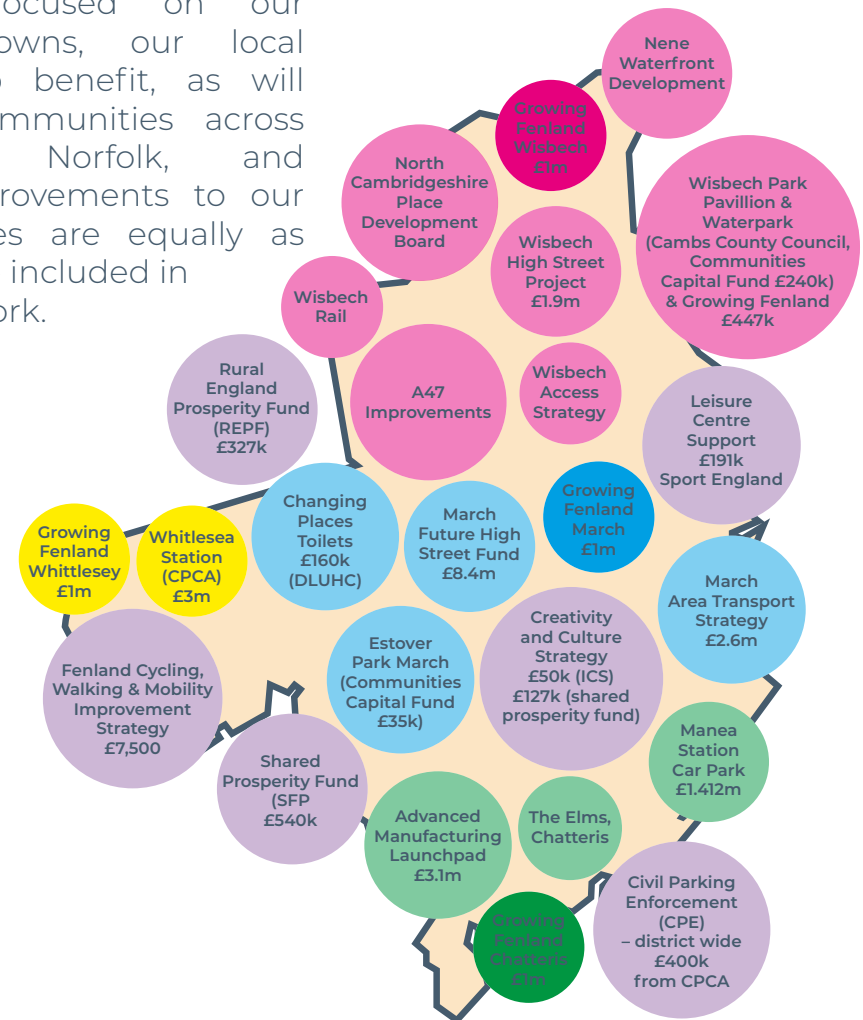
The diagram shows some of the projects currently in progress across the district thanks to millions of pounds worth of inward investment already secured.

The projects include development and regeneration of key sites, investment to improve transport and digital connectivity, and innovation and technology centres.

The opportunities will help to boost our economy, support new skills

opportunities, and create much-needed new jobs.

Although many of these funding schemes are focused on our four market towns, our local villages will also benefit, as will neighbouring communities across Cambridgeshire, Norfolk, and Lincolnshire. Improvements to our rural communities are equally as important and are included in our investment work.



Our Priorities - Communities

Support vulnerable members of our community

- Enable residents to claim the Council Tax Support they are entitled to.
- Enable residents to claim the Housing Benefit they are entitled to.
- Use our housing powers to improve the condition of private rented homes and ensure they are safe, secure and accessible.
- Use our housing powers to prevent homelessness and reduce rough sleeping.
- Use our housing powers to meet housing needs, including bringing empty homes back into use.
- Support residents to manage the effects of the cost of living.
- Encourage a range of partners to support the delivery of the Golden Age programme and support older people.

Promote health and wellbeing for all

- Create healthier communities through activities developed and delivered by Active Fenland.
- Update the Council's Leisure Strategy in 2024 and work collaboratively with Freedom Leisure and other partners to deliver the Strategy.

- Work collaboratively within the Integrated Care System to tackle local health and wellbeing priorities to give people the information to enable them to make healthier choices.

Work with partners to promote Fenland through Culture and Heritage

- Work with local stakeholders to deliver an action plan to support the aims of the Creativity and Culture Strategy.
- Provide proportionate support and advice for community groups to hold safe and successful public events.

Our Priorities - Environment

Deliver a high performing refuse, recycling and street cleansing service

- Work with partners, the community and volunteers to divert at least 50% of Cambridgeshire's household waste from landfill.
- Maximise the value of materials collected for recycling, including through Getting It Sorted recycling champions.
- Deliver an effective, self-funding Garden Waste collection service.
- Deliver clean streets and public spaces as set out in the national code of practice.
- Work with key stakeholders to deliver an effective waste partnership and update the Cambridgeshire and Peterborough Waste Strategy.

Work with partners and the community on projects to improve the environment and streetscene

- Use education, guidance and Council powers to fairly enforce environmental standards and tackle issues such as fly-tipping, illegal parking, dog fouling, littering and antisocial behaviour.
- Ensure well maintained parks and open spaces by working with our grounds maintenance contractor.
- Supporting community groups such as Street Pride, In Bloom, Friends of Groups, and Green Dog Walkers.

- Work with Town Councils and the community to provide local markets and thriving market town community events.
- Deliver the council's carbon reduction and climate adaptation plan including meeting all climate change targets which are legally required by the UK Government.

Work with partners to keep people safe in their neighbourhoods by reducing crime & antisocial behaviour and promoting social cohesion

- Manage the Community Safety Partnership to reduce crime, hate crime and anti-social behaviour.
- Support the Fenland Diverse Communities Forum to deliver the Fenland-wide Community Cohesion Action Plan.
- Deliver the Community Safety Grant Agreement with the Police and Crime Commissioner.

Our Priorities - Economy

Attract new businesses, jobs and opportunities whilst supporting our existing businesses

- Provide responsive business support to encourage business growth, job diversity, skills development and increased access to grants.
- Promote and develop our Business Premises at South Fens, The Boathouse and Light Industrial Estates to encourage investment, business development, job creation and skills diversification.
- Work with external stakeholders, local businesses and the Combined Authority to attract inward investment and establish new business opportunities.

Promote and enable housing growth, economic growth and regeneration

- Enable appropriate growth, development and infrastructure through delivering a proactive and effective Planning service.
- Drive forward the development and delivery of new homes and commercial space by using our surplus property and land assets to deliver sustainable economic and residential growth.
- Work with our partners to enable new affordable housing to meet housing needs.

- Identify and bid for external funding that aligns with and supports our housing, economic and growth objectives.

Promote and lobby for infrastructure improvements

- Promote sustainable road, rail and concessionary transport initiatives to improve access to employment and local services.
- Engage with the Combined Authority and Cambridgeshire County Council on the feasibility and delivery of major road and rail infrastructure projects.
- Work with the Combined Authority to influence how housing and infrastructure funding is used to stimulate housing development and economic growth in the district.

Our Priorities - Quality Organisation

Performance Management (Performance Indicators)

- Set relevant and robust performance targets to ensure the effective delivery of Business Plan priorities.
- Report regularly on service performance to the Corporate Management Team, Councillors and the public.

Excellent Customer Service

- Maintain our Customer Service Excellence accreditation to ensure we continue to deliver the most effective service to our communities.
- Help residents to self-serve and access our services digitally to allow us to provide greater support for vulnerable customers and complex queries.

Governance, Financial Control and Risk Management

- Maintain robust and effective financial standards, internal controls and organisational management.
- Comply with data protection and General Data Protection Regulation requirements.

Transformation and Efficiency

- Sustainably deliver required savings whilst pursuing transformation and commercialisation opportunities to ensure the organisation is fit for the future.
- Engage with the Combined Authority's Public Service Reform agenda.

Consultation and Engagement

- Appropriately consult with residents about our service and proposals as outlined in our Consultation Strategy.

Equalities

- Meet our Public Sector Equality duty by delivering the requirements of the 2010 Equality Act and 1998 Human Rights Act through our core service delivery and publication of a statutory Annual Equality Report.

Asset Management and Commercialisation

- Ensure our asset base is sustainable, suitable and fully utilised to maximise income opportunities and financial efficiencies.
- Deliver our adopted Capital Programme in line with our Corporate Asset Management Plan to maintain the integrity and safety of our assets.

Our Priorities - Quality Organisation

- Work jointly with public, private and third sector partners to improve access to our services, including from co-located facilities.
- Continue with our Commercial Investment Strategy to make informed decisions about the purchase and management of property assets through Fenland Future Limited.

Workforce Development

- Equip our workforce with the right skills to effectively deliver our priorities.
- Support and empower our staff to make effective decisions.

Enforcement

- Use a fair and proportionate approach to improve living, working and environmental standards as set out in our Enforcement Policies.

Health and Safety

- Maintain effective Health and Safety systems to comply with relevant legislation and local requirements.
- Deliver all aspects of the Council's Health and Safety action plan to ensure the safety and wellbeing of our workforce, partners and wider community.

Appendix 1 - Corporate Priorities and Performance Measures

Communities	Performance Measures
Enable residents to claim the Council Tax Support they are entitled to.	Days taken to process new claims and changes for Council Tax Support.
Enable residents to claim the Housing Benefit they are entitled to.	Days taken to process new claims and changes for Housing Benefit.
Use our housing powers to improve the condition of private rented homes and ensure they are safe, secure and accessible.	Total number of private rented homes where positive action has been taken to address safety issues.
Use our housing powers to prevent homelessness and reduce rough sleeping.	The proportion of households presenting to the Council as homeless whose housing circumstances were resolved through housing options work.
Use our housing powers to meet housing needs, including bringing empty homes back into use.	Number of empty properties brought back into use.
Support residents to manage the effects of the cost of living.	Performance reported via Portfolio Holder Reports.
Encourage a range of partners to support the delivery of the Golden Age programme and support older people.	Performance reported via Portfolio Holder Reports.
Create healthier communities through activities developed and delivered by Active Fenland.	Number of Active Fenland sessions delivered and total attendance per year.
Update the Council's Leisure Strategy in 2024 and work collaboratively with Freedom Leisure and other partners to deliver the Strategy.	Leisure Strategy 2024. Customer satisfaction: Net promoter score for Freedom Leisure Centres.
Work collaboratively within the Integrated Care System to tackle local health and wellbeing priorities to give people the information to enable them to make healthier choices.	Performance reported via Portfolio Holder Reports.
Work with local stakeholders to deliver an action plan to support the aims of the Creativity and Culture Strategy.	Value of Arts Council Grants achieved in Fenland.
Provide proportionate support and advice for community groups to hold safe and successful public events.	Performance reported via Portfolio Holder Reports.
Environment	
Work with partners, the community and volunteers to divert at least 50% of Cambridgeshire's household waste from landfill.	% of household waste recycled through the blue bin service.
Maximise the value of materials collected for recycling, including through Getting It Sorted recycling champions.	Customer satisfaction with our Refuse and Recycling services.
Deliver an effective, self-funding Garden Waste collection service.	Customer satisfaction with our Garden Waste service.
Deliver clean streets and public spaces as set out in the national code of practice.	% of inspected streets meeting our cleansing standards.
Work with key stakeholders to deliver an effective waste partnership and update the Cambridgeshire and Peterborough Waste Strategy.	Performance reported via Portfolio Holder Reports.
Use education, guidance and Council powers to fairly enforce environmental standards and tackle issues such as flytipping, illegal parking, dog fouling, littering and antisocial behaviour.	% of Rapid or Village response requests (to action issues such as fly-tipping, dog fouling and littering) actioned the same day.
Ensure well maintained parks and open spaces by working with our ground maintenance contractor.	Performance reported via Portfolio Holder Reports.

Supporting community groups such as Street Pride, In Bloom, Friends of Groups, and Green Dog Walkers.	Number of Street Pride, In Bloom, Friends of Groups and Green Dog Walkers community environmental events supported.
Work with Town Councils and the community to provide local markets and thriving market town community events.	% of those asked satisfied with community events.
Deliver the council's carbon reduction and climate adaptation plan including meeting all climate change targets which are legally required by the UK Government.	Performance reported via Portfolio Holder Reports.
Manage the Community Safety Partnership to reduce crime, hate crime and anti-social behaviour.	Performance reported via Portfolio Holder Reports.
Support the Fenland Diverse Communities Forum to deliver the Fenland-wide Community Cohesion Action Plan.	Performance reported via Portfolio Holder Reports.
Deliver the Community Safety Grant Agreement with the Police and Crime Commissioner.	Performance reported via Portfolio Holder Reports.

Economy

Provide responsive business support to encourage business growth, job diversity, skills development and increased access to grants.	Performance reported via Portfolio Holder Reports.
Promote and develop our Business Premises at South Fens, The Boathouse and Light Industrial Estates to encourage investment, business development, job creation and skills diversification.	% occupancy of Business Premises estates. % occupancy of our Wisbech Yacht Harbour.
Work with external stakeholders, local businesses and the Combined Authority to attract inward investment and establish new business opportunities.	Performance reported via Portfolio Holder Reports.
Enable appropriate growth, development and infrastructure through delivering a proactive and effective Planning service.	Annual Monitoring Report.
Drive forward the development and delivery of new homes and commercial space by using our surplus property and land assets to deliver sustainable economic and residential growth.	% of major planning applications determined in 13 weeks. % of minor applications determined in 8 weeks. % of other applications determined in 8 weeks.
Work with our partners to enable new affordable housing to meet housing needs.	Performance reported via Portfolio Holder Reports.
Identify and bid for external funding that aligns with and supports our housing, economic and growth objectives.	Performance reported via Portfolio Holder Reports.
Promote sustainable road, rail and concessionary transport initiatives to improve access to employment and local services.	Performance reported via Portfolio Holder Reports.
Engage with the Combined Authority and Cambridgeshire County Council on the feasibility and delivery of major road and rail infrastructure projects.	Performance reported via Portfolio Holder Reports.
Work with the Combined Authority to influence how housing and infrastructure funding is used to stimulate housing development and economic growth in the district.	Performance reported via Portfolio Holder Reports.


Quality Organisation

Set relevant and robust performance targets to ensure the effective delivery of Business Plan priorities.	Corporate performance reported via Portfolio Holder Reports.
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Report regularly on service performance to the Corporate Management Team, Councillors and the public.	% of Council Tax collected. Council Tax net collection fund receipts. % national non-domestic rates (NNDR) (Business Rates) collected. National non-domestic rates (NNDR) (Business Rates) net collection fund receipts.
Maintain our Customer Service Excellence accreditation to ensure we continue to deliver the most effective service to our communities.	Customer Service Excellence Report.
Help residents to self-serve and access our services digitally to allow us to provide greater support for vulnerable customers and complex queries.	% of customer queries responded at first point of contact. % of customers satisfied by our service. Contact Centre calls answered within 20 seconds. Contact Centre calls handled.
Maintain robust and effective financial standards, internal controls and organisational management.	Annual External Audit Report.
Comply with data protection and General Data Protection Regulation requirements.	Performance reported via Portfolio Holder Reports.
Sustainably deliver required savings whilst pursuing transformation and commercialisation opportunities to ensure the organisation is fit for the future.	Performance reported via Portfolio Holder Reports.
Engage with the Combined Authority's Public Service Reform agenda.	Performance reported via Portfolio Holder Reports.
Appropriately consult with residents about our service and proposals as outlined in our Consultation Strategy.	Consultation Strategy and Consultations reported via Portfolio Holder Reports.
Meet our Public Sector Equality duty by delivering the requirements of the 2010 Equality Act and 1998 Human Rights Act through our core service delivery and publication of a statutory Annual Equality Report.	Annual Equality Report.
Ensure our asset base is sustainable, suitable and fully utilised to maximise income opportunities and financial efficiencies.	Performance reported via Portfolio Holder Reports.
Deliver our adopted Capital Programme in line with our Corporate Asset Management Plan to maintain the integrity and safety of our assets.	Performance reported via Portfolio Holder Reports.
Work jointly with public, private and third sector partners to improve access to our services, including from co-located facilities.	Performance reported via Portfolio Holder Reports.
Continue with our Commercial Investment Strategy to make informed decisions about the purchase and management of property assets through Fenland Future Limited.	Commercial Investment Strategy updates via Portfolio Holder Reports.
Equip our workforce with the right skills to effectively deliver our priorities.	Customer Service Excellence Accreditation.
Support and empower our staff to make effective decisions.	Bi-annual Staff survey.
Use a fair and proportionate approach to improve living, working and environmental standards as set out in our Enforcement Policies.	% of local businesses who said they were supported and treated fairly. Performance reported via Portfolio Holder Reports.
Maintain effective Health and Safety systems to comply with relevant legislation and local requirements.	Annual Health and Safety Report. Annual Audit and Risk Report.
Deliver all aspects of the Council's Health and Safety action plan to ensure the safety and wellbeing of our workforce, partners and wider community.	Annual Health and Safety Report. Annual Audit and Risk Report.



Fenland District Council
Fenland Hall
County Road
March
Cambridgeshire
PE15 8NQ

 01354 654321

 info@fenland.gov.uk

 fenland.gov.uk

 FenlandDistrictCouncil

 [fenlandCouncil](https://twitter.com/fenlandCouncil)