

# **Cabinet and Corporate Management Team**

## **Portfolio Holder Briefing Report**

**November 2016**

# Cabinet Members



**Councillor  
John Clark**  
Leader of the Council



**Councillor  
Ralph Butcher**  
Cabinet Member for  
Growth



**Councillor  
Mike Cornwell**  
Cabinet Member for  
Communities



**Councillor  
Peter Murphy**  
Cabinet Member for  
Environment



**Councillor  
David Oliver**  
Cabinet Member for  
Community Safety &  
Heritage



**Councillor  
Chris Seaton**  
Cabinet Member for  
Finance



**Councillor  
Will Sutton**  
Cabinet Member for  
Neighbourhood  
Planning



**Councillor  
Michelle Tanfield**  
Cabinet Member for  
Leisure & Young  
People



**Councillor  
Simon King**  
Cabinet Member for  
Equalities & Transport

**BUSINESS PLAN AREA: Communities****Business Plan Priority: Support vulnerable members of our community****Business Plan Action: Support residents to claim the benefits they are entitled to. Process applications promptly and accurately through our shared service with Anglia Revenues Partnership (ARP)****Business Plan Action: Respond to changing government policy regarding future Welfare Reform announcements and support Job Centre Plus with the roll out of Universal Credits across Fenland from March 2016****Portfolio Holder: Cllr Chris Seaton**

| Description   | Target 16/17 | Achieved (in-month only) | Cumulative for 16/17 | Variance |
|---|--------------|--------------------------|----------------------|----------|
| <b>Performance Measure</b>  |              |                          |                      |          |
| LPI CS1<br>Days taken to process Council Tax support – new claims and changes | 8 days       | 6.5                      | 7.6                  |          |
| LPI CS2<br>Days taken to process Housing Benefit – new claims and changes     | 8 days       | 7.0                      | 7.4                  |          |

The improvement in processing times continues across both new claims and changes in circumstances; performance has further improved by 0.1 days in both cases and we are ahead of target.

HB Subsidy is repayment to the Council of the HB we pay out to residents; in effect we act as agents for the Government with regards HB, administering it on their behalf in accordance with legislation that it sets centrally.

Local Authority error (where we are deemed to have made an error by paying benefit late or not taking into account all information we had access to at the time of payment) for Housing Benefit (HB) continues to reduce, from 0.56% four months ago to 0.34% now. The threshold for error is 0.48% of the amount of HB we pay out each year; above which we are penalised by the Government with regards HB Subsidy.

Preparation for the benefit cap continued during October. The Benefit Cap is a limit set by the Government on the total amount of benefit that most people aged 16 to 64 can get. From 21 November 2016, residents in Fenland will be affected by this. Where their total income from benefits exceeds these limits, Housing Benefit will be deducted by the excess income.

These are the maximum amounts of all benefits that residents in Fenland will be allowed to have:-

384.62 per week (£20,000 a year) for a couple,

£384.62 per week (£20,000 a year) for single people with children living with them,

£257.69 per week (£13,400 a year) for single people who don't have children, or their children don't live with them.

Approximately 170 households in Fenland are potentially affected. We have contacted claimants to make them aware of the changes as have the DWP and Housing Associations. We have made provision within our Discretionary Housing Payment (DHP) budget to financially support customers affected by the cap for a short period of time to give them time to receive and act on budgeting advice. Customers will have to make an application for DHP support but we have made the process simpler by introducing a one page on-line application form.

The Department for Work & Pensions (DWP) have announced that the full Universal Credit (UC) service will be rolled in Fenland in May 2018. From this point, we will no longer take new applications for Housing Benefit (HB) from working age customers; they will apply for UC direct to the DWP. UC will then include a "housing element" that customers use to contribute towards their housing costs. As we draw nearer to the implementation date, we will work with the DWP to publicise the change and prepare customers for doing things differently.

**BUSINESS PLAN AREA:** **Communities**

**Business Plan Priority:** **Support vulnerable members of our community**

**Business Plan Action:** **Deliver the Homelessness Strategy and our statutory housing duties**

**Portfolio Holder:** **Cllr Will Sutton**

| Description  | Target 16/17 | Achieved | Cumulative for 16/17 | Variance |
|--|--------------|----------|----------------------|----------|
| <b>Performance Measure</b>   |              |          |                      |          |
| LPI CEL1<br>Total number of private rented properties where positive interventions are taken to address safety and cohesion issues | 200          | 4        | 70                   |          |

At the end of October 2016, The Council had inspected 1 new House in Multiple

Occupation (HMOs).

The Council had also investigated 3 complaints from tenants occupying privately rented accommodation in the same period. Council Officers intervene to remove Category 1 hazards (serious faults) and Category 2 hazards (less serious faults) from properties to make them safe for the residents.

The geographical spread is as follows:

|                | <u>HMOs inspected</u> | <u>Privately Rented Homes investigated</u> |
|----------------|-----------------------|--|
| Wisbech        | 0                     | 3  |
| March          | 0                     | 0  |
| Chatteris      | 1                     | 0  |
| Whittlesey     | 0                     | 0  |
| Other villages | 0                     | 0  |

### What do our customers say?

| Description  | Baseline | Target 16/17 | No of customers who responded | No of customers satisfied | % 16/17 | Variance |
|--|----------|--------------|-------------------------------|---------------------------|---------|----------|
| MPI<br>Number of households very satisfied or satisfied with the services provided by the Housing Options team | 100%     | 90%          | 12                            | 12                        | 100%    |          |

During October, 12 Surveys were handed out at homeless interviews and 12 were returned highlighting that customers were satisfied or very satisfied with the information and help they received.

The cumulative respondents to the survey year to date are 78.

**BUSINESS PLAN AREA:** Communities

**Business Plan Priority:** Support vulnerable members of our community

**Business Plan Action:** *Work with partners to build community capacity and resilience to help residents support themselves and their community*

**Portfolio Holder:** Cllr Mike Cornwell

| Description  | Target 16/17 | Achieved | Cumulative for 16/17 | Variance |
|--|--------------|----------|----------------------|----------|
| <b>Performance Measure</b>   |              |          |                      |          |
| MPI<br>Number of DWP customers or eligible referrals within 2016/17 supported at Community House | 120          | 15       | <b>68</b>            |          |

During October various activities took place including:

- Two CV and interview workshops were held in partnership with the National Careers Service and some of our clients attended Making Money Count training.
- Some of the volunteers linked to the project supported and volunteered at a Family Learning Event at the Oasis Community Centre.
- Additionally, Meadowgate School have been assisting with the community garden.

**BUSINESS PLAN AREA:** Communities

**Business Plan Priority:** Support vulnerable members of our community

**Business Plan Action:** *Work with partners to develop multi-disciplinary approaches to deliver coordinated interventions for those in need*

**Portfolio Holder:** Cllr Mike Cornwell

### Partnership Activity

#### Multi-Disciplinary Team – Wisbech pilot

An Officer visited the new Early Help service based at Cambridgeshire County Council call centre in St Ives. This new service undertakes a telephone triage of a residents needs with the aim to get a conversation with residents at the first sign of increasing frailty and offer a menu of information, advice and guidance to prevent issues escalating that could lead to increased health & social care resource and a decrease in quality of life to the resident affected. Highlights included:

- The Council's template of services that could support the scheme was talked through with the manager of the service with the offer of more in depth conversations on certain services as required to help embed the Council's services into the working knowledge of the early help staff.
- It was agreed that a short referral form be developed that can be used by FDC staff to engage with residents that we see that could benefit from the service.
- The manager has also agreed to come along to relevant staff team meeting to explain the service and what it seeks to achieve to further increase awareness of the role FDC staff have in supporting this agenda.

**BUSINESS PLAN AREA:** Communities

**Business Plan Priority:** Support our ageing population and young people

**Business Plan Action:** *Deliver a programme of Golden Age events, encouraging a range of partners to support the programme and its development, to include the health and wellbeing agenda*

**Portfolio Holder:** Cllr Mike Cornwell

| Description  | Target 16/17 | Achieved | Cumulative for 16/17 | Variance |
|--|--------------|----------|----------------------|----------|
| <b>Performance Measure</b>   |              |          |                      |          |
| MPI<br>Number of people who attend the Golden Age events   | 200          |          | 181                  |          |
| <p>Following discussion with the Senior Citizens Advisory Group the team have been working with the Communications team to promote the Golden Age website – various promotional materials have been created which will be displayed across the district in various locations including the One Stop Shops.</p> <p>The team have also undertaken additional training, including first aid training which was suggested after the last Golden Age fair.</p> <p>The next Golden Age event will be held on 23<sup>rd</sup> November at Wisbech St Mary Community Centre, between 11:00am and 2:30pm.</p> |              |          |                      |          |



## BUSINESS PLAN AREA: Communities

**Business Plan Priority:** Promote Health & Wellbeing

**Business Plan Action:** *Deliver the key priorities set out in the Leisure Strategy:*

- *Continue to provide an efficient service*
- *More people, more active, more often*
- *Support the development of community sport*
- *Explore alternative delivery options for leisure services*

**Portfolio Holder:** Cllr Michelle Tanfield

| Description  | Target 16/17 | Achieved October | Cumulative for 16/17 | Variance |
|--|--------------|------------------|----------------------|----------|
| <b>Performance Measure</b>                               |              |                  |                      |          |
| LPI CEL4<br>Number of paid visits to our leisure centres | 837,588      | 64,328           | <b>503,748</b>       |          |

|                               | Apr          | May          | Jun          | Jul          | Aug          | Sep          | Oct          |
|-------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Monthly target                | 62157        | 71884        | 72787        | 69988        | 69565        | 72589        | 69801        |
| Chatteris                     | 4900         | 4722         | 4865         | 4473         | 4610         | 5199         | 4851         |
| March                         | 16139        | 15773        | 16095        | 16511        | 16708        | 17389        | 16445        |
| March Club Invoice Usage      | 906          | 906          | 906          | 569          | 569          | 1402         | 1402         |
| Wisbech                       | 24766        | 17462        | 24347        | 17291        | 20788        | 18448        | 16288        |
| Wisbech Club Invoice Usage    | 4752         | 4752         | 4752         | 4862         | 4862         | 7959         | 7959         |
| Whittlesey                    | 20265        | 14799        | 15267        | 16514        | 17777        | 13777        | 14781        |
| Whittlesey Club Invoice Usage | 5188         | 5188         | 5188         | 5623         | 5623         | 2602         | 2602         |
| <b>Total all centres</b>      | <b>76916</b> | <b>63602</b> | <b>71420</b> | <b>65843</b> | <b>70937</b> | <b>66776</b> | <b>64328</b> |

Leisure centre attendances continue to hit our targets for the year. This also reflects the financial position, where the service is on target with income year to date.

November and December are traditionally quieter times in the centres and to generate more interest a 'Black Friday' promotion is taking place over the last weekend in November. This promotion will offer several different options to potential customers, but only for the Friday / Saturday / Sunday. It is anticipated that the service will gain some new customers, generate additional income and induct those customers when we have spare staffing capacity.

Promotional plans for early January are being finalised to raise awareness of the service and encourage post-Christmas membership purchases in the second week of the month.

| Description                              | Target<br>October 16/17 | Achieved<br>October |  | Variance |
|--|-------------------------|---------------------|--|----------|
| <b>Performance Measure</b>               |                         |                     |  |          |
| MPI<br>Number of Direct Debit<br>members | 2,930                   | 2,931               |  |          |

|                                       | Apr  | May  | Jun  | Jul  | Aug  | Sep  | Oct  |
|---------------------------------------|------|------|------|------|------|------|------|
| Target number of Direct Debit members | 2830 | 2850 | 2870 | 2890 | 2890 | 2900 | 2930 |
| Total Daytime members                 | 661  | 595  | 609  | 693  | 692  | 674  | 719  |
| Total Anytime members                 | 2183 | 2266 | 2288 | 2196 | 2236 | 2253 | 2212 |
| Total Direct Debit members            | 2844 | 2861 | 2897 | 2889 | 2928 | 2927 | 2931 |

Membership numbers continue to track expectations. The George Campbell continues to exceed targets, with Chatteris on track. To address income shortfalls at the Manor maintenance has taken place in the changing rooms to improve the customer experience. It is anticipated that this work, along with upcoming, local promotions will generate additional interest in the centre. Feedback regarding staff performance continues to be very positive and enthusiasm for providing excellent customer service remains high.

## Project

### Active Fenland

In October the Active Fenland project ran a celebratory event to mark the success of year one of the project. In excess of 3,500 different people have taken part in sessions run by the scheme, with a total attendance of more than 22,500 visits. The event was attended by Cllr Tanfield, Stephen Barclay MP and a senior Sport England representative. They heard from customers and coaches directly regarding the impact that the scheme has had on people in Fenland so far.

Year two has introduced additional sports into the scheme including Streetgames and Boxing activities. Tennis will be included as the weather improves in 2017.

## Operational Leisure Management Options Project

In October Cabinet made the decision to develop a comprehensive business case regarding going to the market for a management company to manage the leisure service. This work is progressing, with an industry expert supporting the development of the business case, as well as support from Sport England regarding the same.

Whilst this work is ongoing, the leisure strategy is being refreshed and will be presented to Cabinet early in 2017. Additional work continues in the background; specifically the evaluation of the leisure centre buildings, background legal work regarding leases, consideration of insurance implications and the development of information required should the Council go out to an EU tender.

### **RE:FIT – Energy Cost Reduction project**

The RE:FIT project is nearing completion. Solar PV is fitted and generating electricity, 2 replacement boilers have been fitted, LED lighting is in place and the combined heating and power units (a combination boiler and electricity generator) are in place awaiting connection. This work has taken place across all four centres with no customer disruption and will be delivered on time.

With improvements in place so early, it is anticipated a reduction in energy costs in 2016/17 – earlier than the budgeted target of 2017/18.

### **BUSINESS PLAN AREA: Communities**

**Business Plan Priority:** Promote health and wellbeing

**Business Plan Action:** *Develop and implement an overarching Health & Wellbeing Strategy and set appropriate priorities*

**Portfolio Holder:** Cllr Mike Cornwell

### **Partnership Activity**

#### **Fenland Health & Wellbeing Partnership Update (or quarterly HWB Board update)**

The quarterly Health and Wellbeing Meeting took place in October.

After a number of years in the role as Chairman Val Thomas, Public Health Consultant stood down and Councillor Mike Cornwell is now the new Chairman of the partnership.

The partnership received progress reports against their priorities of; tackling issues which increase the risk of coronary heart disease and diabetes such as smoking, physical inactivity and obesity, tackling alcohol and its related issues, mental health and sexual health.

Particular successes were noted in this quarter in actions to increase activity with good uptake for health walks and chair based exercise sessions. The Active Fenland project is also making good progress with increased take up. A fuller update on this project can be found within the leisure strategy update section above.

Over the next quarter Everyone Health, who provide outreach health services in Fenland, are focussing on increasing the uptake of health checks. Everyone Health is now based in many GP practices and 9 out of 11 pharmacies in Fenland are also set up to complete health checks.

Further work was identified against the priority of smoking prevalence and a partnership workshop is taking place on 2 December at 10am Wisbech Boat House. The workshop will include a presentation on the prevalence of smoking and the availability of illicit tobacco in Fenland, a self-assessment of current projects and actions and where improvements can be made.

The Wisbech Alcohol Project team are continuing to deliver the action plan covering the four partnership strategic themes, these are as follows;

- Improve the reporting of street drinking to better understand local need and focus
- Reduce the impact on the community where alcohol is a key factor
- The 'whole systems approach' model to alcohol training
- Deliver promotional activity to help reduce the risk of alcohol misuse and harm in the community

The Alcohol partnership is working towards delivering a day of community engagement covering key locations within Wisbech on Wednesday 30<sup>th</sup> November 2016. This is part of the partnerships action plan work to support the national 'Alcohol awareness' week which takes place during late November.

The engagement day will include the following activities;

- Targeted street drinker (early) patrols with partners from FDC Community Safety and Housing officers, Cambridgeshire County Council drug and Alcohol officer, Inclusion treatment service and Richmond Fellowship officers. This will allow direct alcohol health discussions to take place with our most vulnerable members of the community and for information and offer of support services such as treatment, housing, employment and mental health to those in need or at risk.
- Engagement with the wider community through self Alcohol IBA (identification and brief advice) delivery. This will take place by members of the alcohol partnership in locations as Market Place and within large retail premises where footfall is high.
- Alcohol and drug education and awareness session within Isle College campus by CASUS (Cambridgeshire Child and Adolescent substance User Service).

It is hoped that through the delivery of varied engagement activities aimed at a wide

spectrum of the community including our most vulnerable, will help promote key alcohol health and harm reduction messages and provide an opportunity to promote local treatment and support services within Fenland.

The Alcohol Partnership will also be supporting other local alcohol related campaigns, including the 'morning after' drink drive campaign during December and 'Dry January'. These campaigns will be promoted through existing PubWatch and retail channels as well as the use of social media.

**Portfolio Holder:**                      **Cllr Mike Cornwell**

## **Project**

### **Better Care Fund**

The National Better Care Support team has published its 2015/16 Insight Visit Report on the Better Care Exchange.

The report outlines findings from insight visits conducted in 2015/16 to gain a deeper understanding of good practice in local areas and the effects that the Better Care Fund (BCF) is having around the country, particularly:

- the support that the BCF is having locally in accelerating integrated care transformation
- successes local areas are finding with particular parts of their BCF and wider integrated plans
- best practice and evidence of 'what works'
- challenges involved in integrating care in different local areas

The feedback from these visits has helped to inform the Better Care Support team's ongoing work and conversations with national partners, provide sharable examples of best practice, and identified networking areas where there are opportunities for mutual or peer support.

The full report can be accessed here: [Better Care Exchange](#)

## BUSINESS PLAN AREA: Communities

**Business Plan Priority:** Promote health and wellbeing

**Business Plan Action:** *Work with local commissioning groups and others to develop a joint plan to deliver effective approaches to improve community health outcomes, focusing on alcohol misuse, smoking cessation, obesity, coronary heart disease and the needs of older people*

**Portfolio Holder:** Cllr Will Sutton

| Description   | Target 16/17 | Achieved (October) | Cumulative for 16/17 | Variance |         |   |       |   |           |   |            |   |                |   |
|---|--------------|--------------------|----------------------|----------|---------|---|-------|---|-----------|---|------------|---|----------------|---|
| <b>Performance Measure</b>  |              |                    |                      |          |         |   |       |   |           |   |            |   |                |   |
| MPI<br>Number of homes adapted to assist vulnerable and disabled residents to remain in their home  | 70           | 6                  | 55                   |          |         |   |       |   |           |   |            |   |                |   |
| <p>Through this scheme The Council provides adaptation works for elderly and disabled home owners and tenants to remain safe, secure and protected in their own homes. At the end of October 16, The Council has assisted 6 households with adaptation works.</p> <p>The geographical spread is as follows:</p> <table> <tr> <td>Wisbech</td> <td>2</td> </tr> <tr> <td>March</td> <td>2</td> </tr> <tr> <td>Chatteris</td> <td>0</td> </tr> <tr> <td>Whittlesey</td> <td>1</td> </tr> <tr> <td>Other villages</td> <td>1</td> </tr> </table> |              |                    |                      |          | Wisbech | 2 | March | 2 | Chatteris | 0 | Whittlesey | 1 | Other villages | 1 |
| Wisbech   | 2            |                    |                      |          |         |   |       |   |           |   |            |   |                |   |
| March   | 2            |                    |                      |          |         |   |       |   |           |   |            |   |                |   |
| Chatteris   | 0            |                    |                      |          |         |   |       |   |           |   |            |   |                |   |
| Whittlesey  | 1            |                    |                      |          |         |   |       |   |           |   |            |   |                |   |
| Other villages  | 1            |                    |                      |          |         |   |       |   |           |   |            |   |                |   |

| Description   | Target 16/17 | Achieved (October) | Cumulative for 16/17 | Variance |
|---|--------------|--------------------|----------------------|----------|
| <b>Performance Measure</b>  |              |                    |                      |          |
| MPI<br>Number of households receiving the Healthy Homes service / Handyman service  | 125          | 35                 | 72                   |          |
| <p>The Cambridgeshire handyperson scheme continues to provide the opportunity for older people in Fenland to access small jobs round the house to enable them to remain living independently and safely. In quarter 2, two hospital discharges were also facilitated. Total works included:</p> |              |                    |                      |          |

- 2 external key safes fitted for carers to access the resident.
- 49 grab rails were fitted along with key safes and bannister rails.
- The service also offers a needs assessment. 25 were undertaken resulting in sign posting concerns for residents to DWP benefits, Fire Service, occupational therapy services and Age UK services.

### What do our customers say?

| Description  | Baseline | Target 16/17 | No of customers who responded (October) | No of customers satisfied (October) | % 16/17 | Variance |
|--|----------|--------------|---|-------------------------------------|---------|----------|
| Disabled Facilities Grants:<br>% of residents who felt that the work undertaken to adapt their property made their life easier ( 1 year on survey) | 100%     | 90%          | 2                                       | 2                                   | 93      |          |

2 new residents responded to the survey in October 16 for this performance measure.

15 surveys have been completed for the financial year culminating in satisfaction score of 93% so far for the year.

| Description  | Baseline | Target 16/17 | No of customers who responded (July-September) | No of customers satisfied (July - September) | % 16/17 | Variance |
|--|----------|--------------|--|--|---------|----------|
| Healthy Homes Scheme:<br><br>% of residents who, following Handyperson services feel safer in their own home with improved mobility and less risk of falls | 100%     | 85%          | 80   | 73   | 91%     |          |

County wide surveys were collated in quarter 2 and revealed that as a result of works undertaken, 72 % reported as having improved mobility and 86 % felt less at risk of a fall.

**BUSINESS PLAN AREA:** Environment

**Business Plan Priority:** Deliver a high performing refuse, recycling and street cleansing service

**Business Plan Action:** Work with partners to divert at least 50% of household waste from landfill

**Portfolio Holder:** Cllr Peter Murphy

| Description  | Target 16/17 | Achieved (September) | Cumulative for 16/17 | Variance |
|--|--------------|----------------------|----------------------|----------|
| <b>Performance Measure</b>   |              |                      |                      |          |
| LPI CEL8<br>% of collected household waste diverted from landfill (recycled and composted) | 51%          | 55%                  | <b>57%</b>           |          |

#### Overall Recycling Rate Comparison

| Year    | September | Total Apr-Sept |
|---------|-----------|----------------|
| 2015/16 | 55%       | 55%            |
| 2016/17 | 55%       | 57%            |
|         |           |                |

This data is reported a month in arrears because it takes time to check and collate.

The level of improvement is largely down to initiatives introduced to improve recycling, reduce contamination and waste going to landfill. The programmes continue to include scheduled monitoring of blue bins and education to improve the awareness of customers and the quality of the material.

As a result of Cabinet support earlier in the year to developing recycling within harder to reach communities an Environmental Services Project Officer has been recruited who will be focussed on involving the local community in developing recycling initiatives in their area.

The post holder will be building on the council's already successful working involving the local community in environmental work, such as In Bloom and Street Pride, and will work closely with partners to review and develop methods of improving the amount of recycling in some areas.



| Description   | Target 16/17 | Achieved (October) | Cumulative for 16/17 | Variance |
|---|--------------|--------------------|----------------------|----------|
| <b>Performance Measure</b>                          |              |                    |                      |          |
| MPI<br>% missed bins collected the next working day | 92%          | 92%                | <b>92%</b>           |          |

### Missed Collections Reported for October

|   | October 16 |
|---|------------|
| Collections reported as missed          | 209        |
| Responded to by end of next working day | 192        |
| <b>Percentage</b>                       | <b>92%</b> |

The total number of missed collections this month is the lowest this year and reflects the effort being put in by the crews to improve this measure.

### What do our customers say?

| Description   | Baseline | Target 16/17 | No of customers who responded (April - Sept) | No of customers satisfied (April - Sept) | % 16/17 | Variance |
|---|----------|--------------|--|--|---------|----------|
| LPI CEL9<br>Customer satisfaction with refuse & recycling services (Twice yearly) | 98%      | 90%          | 52   | 52                                       | 100%    |          |

The initial results of the recent customer satisfaction survey on refuse and recycling appear very good, with 100% of those responding being satisfied with the service received. This was based on 52 responses from the 300 sent out.

The comments will be detailed in future reports, but it is no surprise that the changes to the garden waste service are top of customers concerns about the service.

**BUSINESS PLAN AREA:** Environment

**Business Plan Priority:** Deliver a high performing refuse, recycling and street cleansing service

**Business Plan Action:** Maximise the value of materials collected for recycling

**Portfolio Holder:** Cllr Peter Murphy

| Description  | Target 16/17 | Achieved (September) | Cumulative for 16/17 | Variance |
|--|--------------|----------------------|----------------------|----------|
| <b>Performance Measure</b>   |              |                      |                      |          |
| MPI<br>Income generated through recycling materials  | £350,000     | £33,942              | <b>£185,000</b>      |          |
| The recycling materials markets remain depressed, but as a result of work completed on improving the quality of recycling, the income remains within target. |              |                      |                      |          |

**BUSINESS PLAN AREA:** Environment

**Business Plan Priority:** Deliver a high performing refuse, recycling and street cleansing service

**Business Plan Action:** Deliver clean streets and public spaces, as set out in the local code of practice

**Portfolio Holder:** Cllr Peter Murphy

| Description  | Target 16/17 | Achieved (August) | Cumulative for 16/17 | Variance |
|--|--------------|-------------------|----------------------|----------|
| <b>Performance Measure</b>   |              |                   |                      |          |
| LPI CEL6<br>Rapid or Village Response requests actioned same or next day | 90%          | 97%               | <b>96%</b>           |          |
|  |              |                   |                      |          |

### Rapid Response Requests for Service April – August

| Area          | Requests April – August | Requests Met | Performance |
|---------------|-------------------------|--------------|-------------|
| Chatteris     | 65                      | 62           | 95%         |
| March         | 92                      | 90           | 98%         |
| Villages      | 150                     | 144          | 95%         |
| Whittlesey    | 88                      | 87           | 99%         |
| Wisbech       | 297                     | 279          | 94%         |
| <b>Totals</b> | <b>692</b>              | <b>662</b>   | <b>96%</b>  |

The cleansing team have received almost 700 public requests for service in the first 5 months of this year and have responded to 96% of these on the same or next day.

This level of service contributes to delivering clean streets and public spaces.

| Description  | Target 16/17 | Achieved (September) | Cumulative for 16/17 | Variance |
|--|--------------|----------------------|----------------------|----------|
| <b>Performance Measure</b>   |              |                      |                      |          |
| LPI CEL7<br>% of inspected streets meeting our cleansing standards (including graffiti and flyposting) | 90%          | 100%                 | <b>97%</b>           |          |

The Street Scene Team monitor cleansing standards across a range of areas using set performance criteria. This month all of the 118 inspections made have found the area inspected to be of a suitable and clean condition.

### September Cleansing Inspections

| Area          | Inspections carried out | Standards met | Performance |
|---------------|-------------------------|---------------|-------------|
| Chatteris     | 30                      | 30            | 100%        |
| March         | 30                      | 30            | 100%        |
| Whittlesey    | 30                      | 30            | 100%        |
| Wisbech       | 28                      | 28            | 100%        |
| <b>Totals</b> | <b>118</b>              | <b>118</b>    | <b>100%</b> |

Across the year, more than 900 specific inspections have taken place and 97% have been of a good standard.

**BUSINESS PLAN AREA:** Environment

**Business Plan Priority:** Deliver a high performing refuse, recycling and street cleansing service

**Business Plan Action:** *Work with key stakeholders to deliver an advanced waste partnership in Cambridgeshire and Peterborough*

**Portfolio Holder:** Cllr Peter Murphy

**Project**

**RECAP Waste Partnership**

The waste partnership have secured external funding towards the delivery of a review of the partnership which will allow all partners to contribute towards the future direction of the partnership and will feed in to the development of a refreshed waste strategy document for the area. This will allow the partnership to include the current conditions and market conditions within the strategy and focus on the most productive partnership working options.

**BUSINESS PLAN AREA:** Environment

**Business Plan Priority:** Deliver a high performing refuse, recycling and street cleansing service

**Business Plan Action:** *Develop a business case for implementation regarding a self-funding garden waste service*

**Portfolio Holder:** Cllr Peter Murphy

**Project**

**Garden Waste Service**

The new service and the option for 'early bird' direct debit subscriptions were advertised to customers at the beginning of November. The Christmas calendar bin tag advertises the webpage where payments go live on December 1<sup>st</sup>; along with a

set of frequently asked questions for customers.

Further stages of the communication plan include refuse vehicle livery, social media advertising, parish magazines, newspaper adverts and direct communications to customers.

**BUSINESS PLAN AREA: Environment**

**Business Plan Priority: Work with partners and the community on projects to improve the environment and our streetscene**

**Business Plan Action: *Work to improve the appearance of the Fenland streetscene, including dilapidated buildings, via working with property owners, funders and local partner groups***

**Portfolio Holder: Cllr David Oliver**

**Project**

**Support the Council's programme to improve and enhance the dilapidated Wisbech Town Centre buildings**

Following the successful award of Heritage Lottery Funds, the Core project group met in October to agree practical project delivery and how the grant offer mechanics will operate.

A full programme of activities will complement the physical regeneration of the High Street in Wisbech. It is intended that a lead project officer will be recruited to oversee project delivery and co-ordinate all interested parties.

## BUSINESS PLAN AREA: Environment

**Business Plan Priority:** Work with partners and the community on projects to improve the environment and our streetscene

**Business Plan Action:** Deliver the Street Scene Officer service and a fair approach to enforcement of environmental standards across the district through education, guidance and the appropriate use of the Council's powers

**Portfolio Holder:** Cllr Peter Murphy

| Description  | Target 16/17 | Achieved (October) | Cumulative for 16/17 | Variance |
|--|--------------|--------------------|----------------------|----------|
| <b>Performance Measure</b>   |              |                    |                      |          |
| MPI<br>Memorial inspections completed  | 5,000        | 700                | <b>4695</b>          |          |
| <p>During October 700 memorial inspections were carried out. Inspections took place in Station Road Cemetery March, Benwick and Manea Cemeteries. In Whittlesey inspections took place in St Andrews Churchyard, the Garden of Rest and St Mary's churchyard.</p> <p>Out of the 700 inspections only 12 were identified as being unsafe. This is probably due to the type of memorial being the old monolith style which is more secure.</p> |              |                    |                      |          |

| Description  | Target 16/17 | Achieved (October) | Cumulative for 16/17 | Variance |
|--|--------------|--------------------|----------------------|----------|
| <b>Performance Measure</b>   |              |                    |                      |          |
| MPI<br>Hours spent on active town patrol   | 4000         | 375                | <b>2602</b>          |          |
| <p>Hours on active patrol this month include:</p> <p>Chatteris: 61<br/>Whittlesey: 69<br/>March: 94<br/>Wisbech: 134<br/>Rural: 17</p> <p>An overview of the types of work officers have been dealing with whilst out and about include:</p> <ul style="list-style-type: none"> <li>Investigated 34 abandoned vehicles and 8 nuisance vehicles. 3 of which were</li> </ul> |              |                    |                      |          |

deemed to be abandoned and were removed by our contractor.

- 86 matters relating to cleansing and refuse were dealt with by officers. Ranging from service requests for litter, over flowing bins, toilets, syringes, abandoned shopping trolleys and graffiti.
- 4 Matters relating to trade waste compliance have been resolved.
- 19 service requests for open spaces have been raised with ISS.
- 7 issues have been reported to Assets regarding problems with our buildings, street furniture etc.
- 25 Street Scene queries. Ranging from over grown vegetation, homelessness and general enquiries.
- 13 referrals to Highways relating to potholes, road signs and smashed glass.
- 42 matters relating to irresponsible dog ownership. This includes reporting and removing fouling, intervention methods such as signage and customer queries.

Removed 92 fly posters from in and around Fenland.

## Project

### Progress against planned enforcement campaigns targeting dog fouling, litter and parking

#### Fly Tipping

During October the Council removed 147 instances of fly tipping. Broken down into locations;

Chatteris: 11  
March: 23  
Whittlesey: 8  
Wisbech: 72  
Villages: 33

In the main items fly tipped was mainly household waste.

In our approach to try and find those responsible for fly tipped waste Officers have carried out an Interview under Caution following evidence found in waste dumped in Belt Drove Wisbech. The man attended the interview and admitted fly tipping household items and was served with a Fixed Penalty Notice.

This brings the total amount of FPNs issued for fly tipping offences to 6.

#### Enforcement

Other enforcement actions this month include:

- 1 FPN for Dog Fouling (Whittlesey)

- 7 Parking FPNs (1 parked on a market day, 5 parked over 2hrs & 1 parked on outside the marked bay)
- 3 Litter FPNs (1 March 2 Wisbech)
- 16 written warnings ranging from litter, dog fouling and fly tipping where there is insufficient evidence to prosecute/issue FPN

## BUSINESS PLAN AREA: Environment

**Business Plan Priority:** Work with partners and the community on projects to improve the environment and our street scene

**Business Plan Action:** Ensure properly maintained open spaces, in partnership with ISS World and community groups such as Street Pride, In Bloom and 'Friends Of' groups

**Portfolio Holder:** Cllr Peter Murphy

| Description   | Target 16/17 | Achieved (October) | Cumulative for 16/17 | Variance |
|---|--------------|--------------------|----------------------|----------|
| <b>Performance Measure</b>  |              |                    |                      |          |
| LPI CEL10<br>Number of Street Pride and Friends Of community environmental events supported | 204          | 21                 | <b>137</b>           |          |

21 events were held this month by community groups to improve the environment.

As well as regular work parties, one key event took place:

March Street Pride / In Bloom held a promotional stand at Tesco March in mid-October. The group have been working in partnership with the Community Champion from Tesco who has helped out with a number of activities across the year.

At this particular event as well as the group raising money, they also engaged with many residents and members of the public who were complimentary towards the work that the group does as Street Pride and through the In Bloom competition.

## Project

### Progress against Street Pride plan:

Priority 1: 'helping groups work together / grant funding'

Priority 2: 'Support for groups by varied Council services'



Priority 3: 'Increased partnership working'  
Priority 4: 'Opportunities to involve more young people'  
Priority 5: 'Increasing sustainability and resilience'

This month one volunteer group's activities were recognised under step 3 – working with partners.

On 7<sup>th</sup> October, the annual Abellio Greater Anglia Station Adopter awards were held. The Friends of March Railway Station were shortlisted in both the Best Medium Station and Best Adopter Group categories.

Adrian Sutterby, chair of the group, won the Personal Contribution category. This was thoroughly deserved as Adrian is a great advocate for station volunteering.

## **Project**

### **Celebration Evening**

On 6<sup>th</sup> October, nearly 80 volunteers and local partners attended the annual Street Pride Celebration Evening. The Council appreciates and values the ongoing work of all its volunteers and this event is our way of saying 'thanks'.

Representatives from In Bloom and friends groups attended which reflects the increasing partnership working between them all.

Each group received a certificate of thanks in appreciation of their continuing efforts over the past year to improve their local street scene and open spaces. Special certificates were also awarded for a number of projects to the following groups:

Friends of Station Road Cemetery, March (Best Nature)  
March Street Pride / In Bloom (Best Partnership)  
Chatteris in Bloom / Street Pride (Best Street Scene)  
Gorefield Street Pride & Newton Street Pride (Joint winners for Best Youth)  
Tydd St Giles Street Pride (Best Community)  
Waterlees in Bloom / Street Pride (Best Clean Up)

Feedback from the groups about the event was very positive.

**Project**

**Grounds Maintenance Contract Update**

ISS continue to up their game with regards the Fenland contract. Works are progressing on time and to a high standard. Additional works are being programmed where necessary and the additional of an arboriculture team, based in Fenland, is a real asset given the number of trees in the District.

ISS continues to invest in equipment for the contract with their handheld solution being rolled out across the contract. FDC's street scene team have three units – this will be increased in coming weeks, along with additional functionality allowing the officers to report Street Scene issues through the platform.

**Project**

**Whitemill Coldham / Glassmoor and Ransonmoor updates**

The current bidding rounds are open for the 3 funds. Grants are available to help local community groups improve their environment.

Applications close on January 3<sup>rd</sup> for Glassmoor, February 1<sup>st</sup> for Whitemill and February 3<sup>rd</sup> for Ransonmoor.

## **BUSINESS PLAN AREA: Environment**

**Business Plan Priority:** Work with partners and the community on projects to improve the environment and our street scene

**Business Plan Action:** Work with town councils and the community to provide market town events, local markets and activities to improve the viability of our town centres, through the Four Seasons events

**Portfolio Holder:** Cllr Peter Murphy

| <b>Project</b>  |
|---|
| <b>Four Seasons Events</b>  |
| Plans are under way for our Christmas Markets. March will be held on Sunday the 4 <sup>th</sup> December and Wisbech on Sunday the 11 <sup>th</sup> December. |

| <b>Project</b>  |
|---|
| <b>Markets Action Plan Update</b>   |
| <p>Our Markets have seen some recent changes.</p> <p><b>Chatteris Market</b><br/>We are pleased that we have been able to fill in the current vacant grocer's pitch. A new trader has started on the Friday market and is doing well. This brings the market to full capacity.</p> <p><b>March Market</b><br/>Our baker stall has given notice but will be replaced with a baker on our waiting list. They will start mid-October once the old trader has finished.</p> <p>After many years on the market Coldham Fruit and Veg stall is no longer trading and as such will no longer be a regular. The vacancy has been filled with our casual trader Dan's Fruit &amp; Veg from Whittlesey market who will start on the 9<sup>th</sup> November.</p> <p>We have welcomed a new catering stall to both March markets and our Whittlesey Friday market.</p> |

**BUSINESS PLAN AREA:** Environment

**Business Plan Priority:** Work with partners to keep people safe in their neighbourhoods by reducing crime and anti social behaviour and promoting social cohesion

**Business Plan Action:** Work with our partner organisations to reduce crime and anti social behaviour in Fenland through the Community Safety Partnership action plan

**Portfolio Holder:** Cllr David Oliver

| Description  | Target 16/17 | Achieved | Cumulative for 16/17 | Variance |
|--|--------------|----------|----------------------|----------|
| <b>Performance Measure</b>   |              |          |                      |          |
| MPI<br>Number of incidents recorded by CCTV  | 1,500        | 229      | <b>1,403</b>         |          |
| <p>During October 2016 the Council was able to respond and detect 229 incidents of crime and disorder, including anti social behaviour across our four market towns in Fenland. This is an increase as compared to October 2015 in which 207 incidents were reported.</p> <p>A break down of incidents by town:</p> <p>Chatteris = 9<br/>           March = 15<br/>           Whittlesey = 8<br/>           Wisbech =197</p> |              |          |                      |          |

| Description   | Target 16/17 | Achieved | Cumulative for 16/17 | Variance |
|---|--------------|----------|----------------------|----------|
| <b>Performance Measure</b>  |              |          |                      |          |
| MPI<br>Number of positive outcomes as a result of CCTV intervention   | 250          | 30       | <b>258</b>           |          |
| <p>During October 2016 the Council was able to achieve 30 positive enforcement outcomes from incidents responded to or detected by use of CCTV. This included arrests for drunk and disorderly behaviour, theft shoplifting and violent offences. The CCTV team were also able to support fines being issued for illegal parking within our town centres and drug related offences.</p> <p>Positive outcomes achieved:<br/>           Arrests (CCTV led) = 10</p> |              |          |                      |          |

|                                  |      |
|----------------------------------|------|
| Assisted arrests                 | = 10 |
| Fixed Penalty Notices (CCTV led) | = 2  |
| Assisted FPNs / warnings         | = 8  |

| Description   | Target 16/17 | Achieved | Cumulative for 16/17 | Variance |
|---|--------------|----------|----------------------|----------|
| <b>Performance Measure</b>  |              |          |                      |          |
| Number of incident reports shared by members of SIRCS [Secure Incident Reporting and Community Engagement System] | 500          | 53       | <b>318</b>           |          |

During October 2016, members from SIRCS which includes representation from the four market towns in Fenland from retail, commercial and licensed trade submitted 53 incident reports for circulation.

The reports vary from matters relating to retail related theft, business related crime and alcohol related incidents including violent crime within licensed premises.

This approach continues to support both local business and partner agencies to pro-actively tackle business related incidents to help reduce incidents of crime in Fenland by providing a secure and consistent method to information sharing across the district.

| Description   | Target 16/17 | Achieved        | Cumulative for 16/17          | Variance |
|---|--------------|-----------------|-------------------------------|----------|
| <b>Performance Measure</b>                                    |              |                 |                               |          |
| MPI<br>Number of FDC ASB cases where positive action is taken | 90%          | 100%<br>4 cases | <b>98%</b><br><b>42 cases</b> |          |

4 new cases in October; all cases dealt within the relevant timescales with positive interaction with relevant parties.

| Description                         | Target 16/17 | Achieved | Cumulative for 16/17 | Variance |
|-------------------------------------|--------------|----------|----------------------|----------|
| <b>Performance Measure</b>          |              |          |                      |          |
| MPI<br>Number of Safety Zone Events | 3            | 0        | <b>2</b>             |          |

Final Safety Zone is in March 2017 for this financial year.

| Description  | Target 16/17 | Achieved (October) | Cumulative for 16/17 | Variance |
|--|--------------|--------------------|----------------------|----------|
| <b>Performance Measure</b>   |              |                    |                      |          |
| Number of Community Action Areas identified by Community Safety Partnership where positive action is taken | 4            | 1                  | 1                    |          |
| No update for October 2016.  |              |                    |                      |          |

| <b>Partnership Activity</b>  |
|--|
| <b>Community Safety Partnership</b>  |
| <p>The October CSP saw the delivery of the Domestic Abuse profile that focussed on Familial abuse.</p> <p>After discussion and agreement the partnership will develop and deliver the following over the next two years:</p> <ul style="list-style-type: none"> <li>• Primary school session plan engaging with 5-6yr olds focussing on acceptable family behaviour, respect within families and in the home</li> <li>• Safety zone session – incorporate into the 2017-18 Safety Zone to deliver a respectful relationship scenario that is appropriate to this age range, probably linked to bullying inter family violence</li> <li>• First year of secondary school – Awareness on healthy relationships via PSHE sessions again focussing what is and isn't acceptable more focus towards relationships and behaviour between both parties.</li> <li>• Involvement in the content of the academy collapse days to yr10 (14/15yr olds) subject matter of how to spot the signs of an unhealthy relationship and how to report abuse.</li> </ul> <p>These projects will link with the Police and Crime plan and focusses on early intervention to reduce future DA incidents.</p> |

**BUSINESS PLAN AREA:** Environment

**Business Plan Priority:** Work with partners to keep people safe in their neighbourhood by reducing crime and anti social behaviour and promoting social cohesion

**Business Plan Action:** Support the Fenland Diverse Communities Forum (DCF) to deliver the Fenland Community Cohesion Strategy

**Portfolio Holder:** Cllr Mike Cornwell

### Partnership Activity

#### Fenland Diverse Communities Forum

##### **Rosmini Centre – Spice Time Credits**

The Rosmini Centre runs trips for the local community throughout the year. All trips are £3:00 (return) or 1 Spice Time Credit.

This is an example of good partnership working to incentive people to volunteer and for organisations to integrate Time Credits into their work. The focus of Time Credits in any organisation is up to them. They can be applied in many ways: for example, they can support volunteer recruitment and retention, increase physical activity and health outcomes, and improve the quality of care through involving and co-producing with service users.

There were 17 trips in October, these trips also bring together people from a variety of backgrounds, share interests and develop English and European language skills.

Trips were varied for all interests and included:

- A visit to Norwich steam railway;
- A visit to the Cambridge's Fitzwilliam Museum and Botanical Gardens;
- Norwich Royal Theatre;
- Skegness water park;
- Banham and Whipsnade Zoos.

Seventeen further trips are planned for November and have been advertised. People who do not want/ can't be involved in volunteering are also welcome and most trips have a combination of both.

The opportunity to enjoy these spend activities is in response to earning time credit vouchers from work to support Older People, Skills and Families. In the second quarter July, August and September 2016, 1217 Time Credit members earned 3917 credits. 1

credit for each hour volunteered.

The Council is part of the strategic group that supports the delivery of the time credits programme which is predominantly funded by Cambridgeshire County Council.

The Council is currently exploring further funding opportunities that could be secured to ensure the SPICE timecredits programme continues from April 17. It is felt that the initiative can support cohesion, health and well being and community resilience agendas.



**BUSINESS PLAN AREA:** Economy

**Business Plan Priority:** Attract new businesses and jobs, and support existing businesses in Fenland

**Business Plan Action:** Work with Opportunity Peterborough to deliver outcomes related to the Economic Development Strategy, including targeting new investment in key growth sectors

**Portfolio Holder:** Cllr Ralph Butcher

## Project

### Economic Development Strategy

The delivery of the Economic Development action plan by Opportunity Peterborough remains on target, with a series of key assessments and documents having been completed. The delivery of the plan is moving from the data collection and evaluation phase, into the practical delivery phase.

The key focus areas for Economic Development in Fenland are:

- **Education & Skills** - Linking education and skills with business by forming more strategic links between schools-colleges-business and raising standards.
- **Inward Investment** – Creating a more proactive approach to inward investment – retail, business, premises, infrastructure and money;
- **Attracting Funding** - Explore and prepare funding bids, developing a pipeline of projects which would benefit from grant funding;
- **Broadband** – Supporting the roll out and take up of Superfast Broadband across the District;
- **Raising the Profile of Fenland** - Improving the marketing and profile of Fenland as an attractive place to work & live;
- **Business Support** - Support existing networks to provide improved local business support. Gathering better intelligence on the needs of the area, its sectors and businesses.

**BUSINESS PLAN AREA:** Economy

**Business Plan Priority:** Attract new businesses and jobs and support existing businesses in Fenland

**Business Plan Action:** Provide and facilitate proactive business support, along with our partners, to encourage business growth and develop higher skills

**Portfolio Holder:** Cllr Ralph Butcher

## Project

### Fenland Business Engagement & Profile Enhancement

In October Officers met with 7 local businesses to discuss expansion plans and workforce development opportunities. 2 businesses were referred to the Skills Service, hopeful that skill gaps in their workforce can be supported.

Draft amendments to the 'Fenland for Business' website have been completed and will be uploaded shortly. The improvements will ensure that valuable data is captured from website visitors and can be used to tailor the advice and guidance provider and enable Officers to proactively follow leads.

Two events have been organised by the Economic Development Team, the first 'Link4Business' event will be held on the 25th November 2016, this event will provide local businesses with the opportunity to network with other like-minded businesses. The second event is offering support to entrepreneurs and business ventures across the Fenland area and is being hosted by Allia on 8th December 2016.

## Project

### Business Ambassadors

The Business Ambassadors programme will launch in December. The Business Ambassadors initiative recognises that FDC has numerous 'customer facing' teams who are already engaging directly with businesses in Fenland, but these interactions are not being maximised and there is limited knowledge sharing between Teams.

The Business Ambassadors programme aims to unify the promotion of Economic Development across Fenland in a bid to support the business community and to

develop a wealth of business experience and knowledge through existing teams within the Council, providing an effective referral and signposting service and enabling the Council to add much greater value to Fenland's businesses.

| Description                          | Target 16/17<br>(Year end) | Achieved | Cumulative for<br>16/17 | Variance |
|--------------------------------------|----------------------------|----------|-------------------------|----------|
| <b>Performance Measure (LPI BE5)</b> |                            |          |                         |          |
| Number of Social Media followers     | 450                        | 13       | <b>465</b>              |          |

As a measure of business engagement the Council maintains a business following via Twitter @fenlandbusiness.

The Council is proactively working on its social media advertising to link with businesses to improve business intelligence and engagement. Regular social media updates are being delivered to support this.

## Project

### Inward Investment enquiries & referrals

In October there were no new inward investment enquiries, although Officers have been supporting an enquiry with the LEP and providing relevant information to support a manufacturing company looking for a UK-based facility.

A formal Inward Investment proposition is being developed to improve the initial engagement process and the quality of available information, helping investors and businesses access accurate and relevant information.

| Description  | Target 16/17<br>(Year end) | Achieved | Cumulative for<br>16/17 | Variance |
|--|----------------------------|----------|-------------------------|----------|
| <b>Performance Measure LPI (BE4)</b>               |                            |          |                         |          |
| Number of inward investment enquiries handled p.a. | 20                         | 0        | <b>10</b>               |          |

As a measure of successful contact and greater awareness, the Council records inward investment enquiries and referrals from other businesses, agencies and business support organisations.

Inward investment enquiries are those where the business originates from outside of the District and who is looking to establish a presence within the area, either via premises, recruitment or business activities.

**BUSINESS PLAN AREA:** Economy

**Business Plan Priority:** Attract new businesses and jobs and support existing businesses in Fenland

**Business Plan Action:** Proactively engage with the Greater Cambridge, Greater Peterborough Local Enterprise Partnership (LEP) to attract external funding (including European) for business, skills and infrastructure projects to Fenland

**Portfolio Holder:** Cllr Ralph Butcher

| Project  |
|--|
| <b>LEP Engagement &amp; Funding Activity</b>   |
| <p>Works on the commissioning of Network Rail to deliver the technical study work on the Whittlesea and Manea station enhancements are progressing aligned to the £349,000 LEP funding.</p> <p>The overall Growth Deal 3 settlement is expected in the Government's Autumn Statement, which will then be allocated to the LEP for consideration of the submitted bids, which includes the Fenland proposals.</p> |

**BUSINESS PLAN AREA:** Economy

**Business Plan Priority:** Attract new businesses and jobs and support existing businesses in Fenland

**Business Plan Action:** Promote and develop our business premises at South Fens, The Boathouse and our light industrial estates to encourage investment, job creation and skills diversification

**Portfolio Holder:** Cllr Ralph Butcher

| Description                             | Target 16/17 | Achieved | Cumulative for 16/17 | Variance |
|---|--------------|----------|----------------------|----------|
| <b>Performance Measure</b>              |              |          |                      |          |
| % occupancy of Business Premises Estate | 82%          | 90%      |                      |          |

**South Fens Business Centre:**

Heads of Terms have been issued to an existing tenant at South Fens Business Centre, they are looking to take on a larger office, the target date for completion

**Boathouse Business Centre:**

Two of our existing tenants are in the process of moving offices within the Boathouse, this is to enable business expansion and has meant working closely with the tenants to ensure that proposed building works have been carefully project managed to allow both customers to continue to work without interruption.

**South Fens Enterprise Park:**

We completed on Unit 6, 30 September 2016, which means that for the first time since the premises were completed we are now fully occupied. The occupancy figures currently show 89% as occupancy is calculated on occupied floor space across the month. This will show as 100% from 1 October 2016.

Current floor space occupied 7,756 m<sup>2</sup> out of 8,660 m<sup>2</sup>

|                            |      |
|----------------------------|------|
| South Fens Business Centre | 63%  |
| South Fens Enterprise Park | 100% |
| Boathouse Business Centre  | 79%  |
| Light Industrial Units     | 96%  |

### What do our customers say?

| Description                                      | Baseline | Target 16/17 | No of customers who responded             | No of customers satisfied | % 16/17 | Variance |
|--|----------|--------------|---|---------------------------|---------|----------|
| % tenant satisfaction with our Business Premises |          |              | 24 responses received (43 surveys issued) | 22                        | 100     |          |

An annual tenant satisfaction survey is undertaken in October of each financial year, 43 surveys were sent out to tenants at South Fens and the Boathouse Business Centres, of which 24, (56%) took the opportunity to complete them.

100% of those who responded were satisfied with the service provided of which 92% rate the service as very good or excellent. Examples of which include:

- The staff are all very helpful and friendly and deal with requests very promptly
- Reception always friendly and welcoming
- Excellent reception team and staff, always willing to help my team and customers
- The team aim for high standards which is evident every day
- The staff provide the facilities that I require in a prompt way
- All current staff are courteous and helpful
- The business centre staff are very welcoming and will go above and beyond when helping with enquiries

The survey also produced some very useful constructive feedback regarding the appearance and cleaning standards at the Business Centre's. Matters that Officer are going to pursue and feedback to tenants at our next tenant forum meetings.

| Description  | Baseline | Target 16/17 | No of customer surveys completed questioned | No of customers satisfied | % 16/17 | Variance |
|--|----------|--------------|---|---------------------------|---------|----------|
| <b>Performance Measure LPI (BE3)</b>                         |          |              |   |                           |         |          |
| % conference customer satisfaction with our Business Centres | 0        |              | 6   | 100%                      |         |          |

We provide all of our conference facility bookings with a feedback form, this month we received six back.

Customer feedback was very positive this month, all stating that they were delighted with the service that was received from the business centres.

One notable comment was about the quality of the buffet lunch at South Fens Business Centre. We immediately spoke to the supplier and will keep a close eye on the future quality. We are also in the process of trying to identify alternative suppliers that we can use.

**BUSINESS PLAN AREA:**                      **Economy**

**Business Plan Priority:**                      **Attract new businesses and jobs and support existing businesses in Fenland**

**Business Plan Action:**                      ***Promote the delivery of mixed use housing / retail / leisure / maritime proposal for the Nene Waterfront, along with the delivery of our wider regeneration objectives***

**Portfolio Holder:**                              **Cllr Ralph Butcher**

## **Project**

### **Nene Waterfront Project**

#### **Lot 3 development progress**

Development of Lot 3, the former gas works site, continues to make great progress. 24 social houses have now been transferred to the developer and subsequently onto Circle Housing who have welcomed the first residents to the site. Construction of the remaining 46 market houses on Lot 3 continues at a pace, with piling and foundations being laid, whilst other units have been roofed in preparation for the installation of doors and windows. The first Market dwellings have been officially confirmed 'wind & watertight' which will enable the properties to shortly be transferred to the developer.

Marketing of these properties has also now commenced, with local agents appointed to offer these houses for sale.



First 'wind and watertight' market dwellings at NWF



### **Future NWF direction**

Buoyed by the confidence of an improving housing market, Officers have continued to explore both traditional and more innovative methods of development and disposal on the remaining NWF sites. These have included meeting with other parties who are currently driving forward Joint Venture developments, assessing bespoke development options, the creation of Special Purpose vehicles to drive development and hold assets to establish an income stream or resorting to traditional disposal methods to release land to active developers.



**BUSINESS PLAN AREA:** Economy

**Business Plan Priority:** Attract new businesses and jobs and support existing businesses in Fenland

**Business Plan Action:** Deliver a proactive and effective Marine Service to meet our statutory obligations and promote business opportunities for the River Nene environment

**Portfolio Holder:** Cllr Ralph Butcher

| Description  | Target 16/17 | Achieved Oct 16             | Cumulative for 16/17 | Variance |
|--|--------------|-----------------------------|----------------------|----------|
| <b>Performance Measure</b>   |              |                             |                      |          |
| LPI EC7<br>% occupancy of Wisbech Yacht Harbour  | 97%          | (95%)<br>81 berths occupied | <b>94%</b>           |          |
| Two long term craft have been removed from the Yacht Harbour for winter storage at home addresses, four craft visited the yacht harbour during October 3 of which were Kings Lynn Fishing vessels. |              |                             |                      |          |

| Description   | Target 16/17 | Achieved Oct 16 | Cumulative for 16/17 | Variance |
|---|--------------|-----------------|----------------------|----------|
| <b>Performance Measure</b>  |              |                 |                      |          |
| MPI<br>Number of boat lift operations at Wisbech Port   | 290          | 42              | <b>241</b>           |          |
| MPI<br>Number of vessel lifts   | 150          | 21              | <b>117</b>           |          |
| This has been the busiest month of the boatyard this year, lift numbers also broke the record for lifts that was set in April 2016, with a total of 21 lifts. There was a mix of vessels from leisure/fishing/windfarm craft. |              |                 |                      |          |

| Description                         | Target 16/17 | Achieved Oct 16 | Cumulative for 16/17 | Variance |
|-------------------------------------|--------------|-----------------|----------------------|----------|
| <b>Performance Measure</b>          |              |                 |                      |          |
| Total Number of ships to Nene ports | 250          | 19              | <b>132</b>           |          |
| Port Sutton Bridge Ship Numbers     | 210          | 16              | <b>100</b>           |          |
| Gross Tonnage to Port Sutton        | 343,218      | 27,460          | <b>195,980</b>       |          |

|                             |        |       |               |  |
|-----------------------------|--------|-------|---------------|--|
| Bridge GT                   |        |       |               |  |
| Wisbech Ship Numbers        | 40     | 3     | <b>32</b>     |  |
| Gross tonnage to Wisbech GT | 77,686 | 5,400 | <b>55,011</b> |  |

### **Sutton Bridge**

The main imports to Sutton Bridge throughout April were – Grain, Steel, Peat, Salt, Soya. Gross tonnage was up versus the number of vessels but only marginally of one vessel; again this continues to be the pattern of fewer larger ships carrying more cargo.

### **Wisbech**

Timber was the main Import into Wisbech with two imports; Brick imports are reported to pick up for the beginning of the year to supply the building trade. Scrap metal has increase due to a strong pound making it cheap to export.

## **Project**

### **Yacht Harbour Marketing Plan Update**

#### **Work is continuing in the following areas**

Develop YH marketing plan; develop adverts for publications, market as YH and Boatyard for long-term customers. Develop marketing plan for visiting craft

Engage with WNBC and other Wash partners with the potential for a joint approach to the sail the wash scheme.

## **Project**

### **Race Bank Offshore Wind Farm development – DONG Energy**

Throughout October the work barge DN120 has been fitted out to undertake the routine cable joins located at KP 8 (outside of FDC area) and KP 6 (inside FDC area) These works are planned to continue until December. Once this has been completed there will be remedial works to cover the cables with dredged sediment.

## Project

### Sutton Bridge Marina – Commercial & Leisure Moorings

The construction of the Cross Keys Marina at Sutton Bridge is now nearing completion with all access walkway works having been completed which has enabled the former FDC pilot boat access infrastructure and steel barge to be permanently removed and towed back to Wisbech for disposal.

New security gates have been installed to restrict access to the moorings by the general public whilst also providing a secure segregation for users between the commercial and leisure moorings. Power and water service bollards incorporating low level LED lighting have been installed along the leisure and commercial pontoons to facilitate essential user services.

The remaining works are now being focussed around installing the new access and fuel delivery infrastructure for the commercial vessel fuel facility. Works to this structure will continue up until the end of the construction phase which is scheduled for completion and commissioning middle of November.

Completion of the overall 'wet side' of the scheme is anticipated week ending 25<sup>th</sup> November following the installation of marina signage, navigation lights and a facility tide gauge. 'Dryside' footpath works are being scheduled by Lincs CC to follow the completion of the 'wet side' works.

Close liaison with the Principal Contractor, partners and all members of the project team has ensured continued commercial operations throughout the project with minimum disruption.

An open day for interested leisure users is scheduled to be held on 12<sup>th</sup> December which is being facilitated by Lincolnshire County Council. The official opening of the new facility is likely to be early Spring 2017, to which FDC members and officers will be invited.

Former FDC Commercial access and steel barge being towed back to Wisbech



Power to new Leisure Moorings



Works in progress to new commercial fuel facility



**BUSINESS PLAN AREA:** Economy

**Business Plan Priority:** Attract new businesses and jobs and support existing businesses in Fenland

**Business Plan Action:** Further develop, proactively contribute to and deliver the Wisbech 2020 Action Plan

**Portfolio Holder:** Cllr Ralph Butcher

### Partnership Activity

#### Wisbech 2020

Work continues on refreshing the Wisbech 2020 Vision document with an expected launch date of late 2016/early 2017.

The refreshed document will included information from various sources including:

- Stakeholder workshops
- Consultative Group feedback
- Public consultation

- All Member Seminar held in early November 2016
- Statistics on a range of factors (including health, skills and education) provided by FDC and CCC

As with previous vision documents, there will be a range of actions which partners will work together to deliver.

**BUSINESS PLAN AREA: Economy**

**Business Plan Priority: Attract new businesses and jobs and support existing businesses in Fenland**

**Business Plan Action: *Work with businesses and education providers to ensure local skills and courses support the needs of local businesses***

**Portfolio Holder: Cllr Ralph Butcher**

**Project**

**Work Experience Placements & Opportunities Programme**

The Council has an established work experience programme working with local schools to provide placements for young people. This is a rolling annual programme, and will commence again very shortly. We have also provided longer-term placements, working with Job Centre Plus and other agencies

**Project**

**Work with partners to deliver a programme of supported skills development across the district**

We have been working with the Skills Service to help provide opportunities for young people and to help build their 'fit for work skills, such as interview skills workshops and employability skills

|   |
|---|
| <b>Project</b>  |
| <b>Work in partnership with local education providers to promote employment opportunities for the local community and raise the aspirations for people to improve their employment / life prospects</b> |
| We have a rolling programme and commitment to working with education providers promote employment opportunities for young people through careers fairs and the career's festival                        |

|  |
|--|
| <b>Project</b>   |
| <b>Apprenticeships</b>   |
| We are currently developing an Apprenticeship Programme for the Council which will encourage opportunities within the Council but also with local businesses |

**BUSINESS PLAN AREA:**

**Economy**

**Business Plan Priority:**

**Promote and enable housing growth, economic growth and regeneration across Fenland**

**Business Plan Action:**

***Deliver a proactive and effective shared Planning Service to enable appropriate growth and development***

**Portfolio Holder:**

**Cllr Will Sutton**

| Description  | Target 16/17 | Achieved Oct 16 | Cumulative for 16/17 | Variance |
|--|--------------|-----------------|----------------------|----------|
| <b>Performance Measure</b>   |              |                 |                      |          |
| LPI EC2<br>% of major planning applications determined in 13 weeks | 75%          | 100%            | <b>82.35%</b>        |          |
| <b>1 Decision, 1 within time</b>                                   |              |                 |                      |          |



| Description   | Target 16/17 | Achieved Oct 16 | Cumulative for 16/17 | Variance |
|---|--------------|-----------------|----------------------|----------|
| <b>Performance Measure</b>  |              |                 |                      |          |
| LPI EC3<br>% of minor planning applications determined in 8 weeks | 80%          | 97.06%          | <b>88.21%</b>        |          |
| <b>34 Decisions, 33 within time</b>                               |              |                 |                      |          |

| Description   | Target 16/17 | Achieved Oct 16 | Cumulative for 16/17 | Variance |
|---|--------------|-----------------|----------------------|----------|
| <b>Performance Measure</b>  |              |                 |                      |          |
| LPI EC4<br>% of other planning applications determined in 8 weeks | 90%          | 95.24%          | <b>95.69%</b>        |          |
| <b>21 Decisions, 20 within time</b>                               |              |                 |                      |          |

| Description   | Target 16/17 | Achieved (October) | Cumulative for 16/17 | Variance |
|---|--------------|--------------------|----------------------|----------|
| <b>Performance Measure</b>  |              |                    |                      |          |
| LPI EC1<br>Number of new affordable homes (annual figure)             | 75           | 12                 | <b>107</b>           |          |
| 12 new affordable homes completed at Chase Street Wisbech in October. |              |                    |                      |          |



**BUSINESS PLAN AREA:** Economy

**Business Plan Priority:** Promote and enable housing growth, economic growth and regeneration across Fenland

**Business Plan Action:** *Develop, enable and deliver economic, infrastructure and regeneration strategies / projects for Fenland through the Regeneration Action Plan (internal working document)*

**Portfolio Holder:** Cllr Ralph Butcher

| Project   |
|---|
| <b>Progress against Regeneration Action Plan</b>  |
| The Regeneration Plan is a collective of targeted and corporately significant projects which are the responsibility of a number of different teams across the Council, led by Officers who sit on the Regeneration Action Plan Team and headed up by the relevant Corporate Director. |

**Portfolio Holder:** Cllr Ralph Butcher & Cllr David Oliver

| Project  |
|--|
| <b>Support regeneration work across the district, including Fenland Renaissance project and Heritage Lottery Fund bid</b>  |
| The Townscape Heritage Officer position has been recruited to, which allows the project to progress to delivery stage. Work on design and the activity plan is progressing in line with the HLF programme. |

**BUSINESS PLAN AREA:** Economy

**Business Plan Priority:** Promote and enable housing growth, economic growth and regeneration across Fenland

**Business Plan Action:** *Promote sustainable transport (infrastructure and community) initiatives within Fenland, including rail, road and community transport*

**Portfolio Holder:** Cllr Simon King

## Project

### Rail Development Strategy

#### Anglia Rail Franchise

Abellio Greater Anglia (AGA) has now been named as the preferred bidder for the long term Anglia Rail franchise commencing in October 2016 until October 2025. A meeting with Abellio was held in early October 2016. The key points from this meeting about the new franchise as they relate to Fenland and the Hereward CRP are as follows:

#### Services and Trains

- The Ipswich to Peterborough service will go hourly from December 2019. This will include hourly stops at Manea, March and Whittlesea. Most of the journeys towards Ipswich will be extended to Colchester.
- The new hourly Ipswich/Colchester to Peterborough service will operate 7 days a week. The Sunday service will include hourly stops at Manea, March and Whittlesea
- The new hourly service will operate using new trains. Every carriage is to be replaced with new ones. 3 or 4 carriage Stadler bi-mode trains will operate on regional routes
- Every new carriage will have super-fast Wi-Fi that will be free of charge to customers along with plug sockets and air conditioning as standard

#### Stations

- All stations including Manea, March and Whittlesea will be fitted with new digital customer information screens. These will combine Wi-Fi, help points, CCTV and the information screen into one unit
- All stations including Manea and Whittlesea (March already has these facilities) will have at least one ticket machine
- Every station including Manea, March and Whittlesea will undergo a deep clean and refresh within the first 15 months of the franchise

#### Fares and tickets

- New tickets will be available including lower fares to Stansted Airport and a railcard

for 50+ year olds offering discounts. Flexible tickets offering discounts to regular users who travel frequently on the same route (but not every day) will be available. Customers will be able to purchase cheaper advance tickets up to 10 minutes before a train's departure

#### Community Rail Partnerships (CRP)

- £3.5million will be invested in CRPs including the Hereward CRP. This will include an enhanced package of funding, technical support and business planning. We will provide more specific details on what this means for the Hereward CRP when information is made available to us.

#### March Station Masterplan Consultation

The March Railway Station Masterplan is now out to public consultation closed on 24<sup>th</sup> October 2016. 70 questionnaire responses were returned to FDC or completed on line. From the 4 consultation events conversations were held with around 350 people. The consultation results are currently being analysed and a report with the final analysis will be available before end of December 2016.

#### Railway Station Footfall

The Hereward Community Rail Partnership has recently received the latest footfall figures for Manea, March and Whittlesea Stations. The information is from October 2015 to October 2016 with the last 12 monthly figures having been available up to May 2016. These figures show an increase in the use of all 3 stations as follows:

- Manea – 12,473 journeys an increase from 12,057 in May 2016.
- March – 389,112 journeys an increase from 387,123 in May 2016
- Whittlesey – 29,178 journeys an increase from 28,931 in May 2016

| Description  | Target 16/17                            | Achieved | Cumulative for 16/17 | Variance |
|--|---|----------|----------------------|----------|
| <b>Performance Measure</b>   |   |          |                      |          |
| Maintain existing use of dial a ride to 2014/15 figures through the concessionary fares scheme | Maintain 14/15 level<br>14,308 Journeys | 1531     | <b>10,815</b>        |          |

Since April 2008, FDC has provided a Concessionary Fares scheme for community transport services. This means that any Fenland resident who has a Cambridgeshire bus pass and is a member of the local Community Transport organisation, can travel free of charge on the Dial a Ride Service.

#### • What is Dial A Ride?

Dial-a-Ride (DAR) services provide door to door transport for those people who do not have access to a car, where there is no public transport, or where they cannot access public transport. These services in Fenland are operated by Fenland

Association for Community Transport (FACT). To use these services customers must be members of FACT. Membership is subject to meeting the eligibility criteria for Dial a Ride services.

- **FACT Membership**

To use FACT services you have to be a member. DAR is not available to the general public. To become a FACT member you pay a 12 month subscription fee of £10 and you must meet one or more of the following criteria:

- have no access to your own car during the day
- There is no public transport available
- Public transport is limited and does not meet your needs, eg a hospital appointment
- You have difficulty using public transport due to disability or frailty

FACT currently has around 1,423 members in Fenland District (30 September 2016).

**BUSINESS PLAN AREA:**                      **Economy**

**Business Plan Priority:**                      **Promote and enable housing growth, economic growth and regeneration across Fenland**

**Business Plan Action:**                      **Actively engage with partners on the feasibility and delivery of major infrastructure projects across Fenland, including A47 and A605 improvements and the Wisbech-March-Cambridge / Peterborough rail link**

**Portfolio Holder:**                              **Cllr Simon King**

**Project**

**Support Strategic Transportation Objectives**

**A47**

Work is continuing to progress on option development for the A47 Guyhirn Roundabout scheme. The latest progress meeting was held in September 2016. The main issue raised was the timetable and the potential to deliver the project more quickly than 2020. It was explained that the number of environmental designations around the site have to be considered in detailed, these matters will affect the timetable as they determine the process that the project will have to take to be delivered. It is currently uncertain as to whether the project can be delivered earlier.

Highways England and their contractors are currently developing options for the

scheme and a public consultation on the options that can be taken forward is expected in early 2017.

The most up to date information about each scheme is added to the Highways England website. A link for which is below:

<http://www.highways.gov.uk/roads/road-projects/a47-corridor-improvement-programme/>

**BUSINESS PLAN AREA:** **Economy**

**Business Plan Priority:** **Promote and enable housing growth, economic growth and regeneration across Fenland**

**Business Plan Action:** ***Use the Council's surplus assets to support and deliver sustainable economic and residential growth across the district***

**Portfolio Holder:** **Cllr Ralph Butcher**

## Project

### Surplus Asset Disposal Programme

As part of the first tranche of approved auction disposals, Officers have now sold 8 of the initial 10 sites approved by Cabinet and maintain the 100% sales record at each auction.

The remaining two lots of the first tranche are to be auctioned in January 2017, with a further tranche of sites is being worked up for potential auction disposal. These sites include some where anti-social activities are taking place and it is hoped that such sites can be re-purposed to prevent such activities and reduce the cost and burden to the public purse, whilst also producing a capital receipt for the Council.

It is anticipated that Cabinet will be able to consider the next tranche of sites later in the 2017. In preparation for disposal in 2017/18.

## BUSINESS PLAN AREA: Quality Organisation

**Business Plan Priority:** Good Customer Service

**Business Plan Action:** *Provide good quality customer service through our Fenland @ your service shops and Community Hubs, in line with the national standards of Customer Service Excellence, responding to customer feedback to improve service delivery, and making services more accessible through the use of technology and the Council's website, in line with the Channel Shift Strategy*

**Portfolio Holder:** Cllr Chris Seaton

| Description  | Target 16/17 | Achieved (month) | Cumulative for 16/17 | Variance  |
|--|--------------|------------------|----------------------|-----------|
| <b>Performance Measure</b>   |              |                  |                      |           |
| LPI CS3<br>% of Council Tax collected                                | 97.5%        |                  | 66.33%               | +0.75%    |
| LPI CS5<br>Council Tax - net receipts payable to the Collection Fund | £48,652,633  |                  | £32,337,917          | +£150,823 |

Collection performance is very positive as we pass halfway through the financial year.

We continue to take recovery action against customers who are not paying their Council Tax on time. In October we sent:-  
993 reminders for £136k of arrears (last October we sent 811 reminders for £104k),  
773 Final Notices for £383k of arrears (last October we sent 471 for £230k)  
388 Summonses for £217k of arrears (last October we sent 267 for £126k).

Currently there are 857 outstanding items of work in the team at Fenland to action; a reduction of 151 items in the last month.

Work continues to align processes and introduce new process maps to the EDMS system to allow us to work more efficiently and consistently across the partnership. The first of these processes are already in the testing phase and likely to be signed off during November.

| Description                    | Target 16/17 | Achieved (month) | Cumulative for 16/17 | Variance |
|--------------------------------|--------------|------------------|----------------------|----------|
| <b>Performance Measure</b>     |              |                  |                      |          |
| LPI CS4<br>% of NNDR collected | 98.5%        |                  | 65.84%               | 0.61%    |

|   |             |  |             |           |
|---|-------------|--|-------------|-----------|
| LPI CS6<br>NNDR - net receipts payable to the Collection Fund | £27,526,071 |  | £16,697,139 | -£316.253 |
|---|-------------|--|-------------|-----------|

We continue to take recovery action against customers who are not paying their NNDR on time. In October we sent:-  
60 Reminders for arrears of £72k (last October we sent 88 for £127k)  
36 Final notices for arrears of £154k (last October we sent 15 for £72k)  
16 Summonses for arrears of £31k (last October we sent 18 for £116k)

Currently there are 76 outstanding items of work in the team at Fenland to action, compared to 51 items a month ago.

One of the NDR team is moving to System Administration on a 12 month secondment. Interviews are being held during the first week of November for 2 x 12 month fixed term contracts to cover this and the existing vacancy.

| Description   | Target 16/17               | Achieved (month) | Cumulative for 16/17 | Variance |
|---|----------------------------|------------------|----------------------|----------|
| <b>Performance Measure</b>                                      |                            |                  |                      |          |
| LPI CS7<br>% of contact centre calls answered within 20 seconds | 70%<br>Profiled target 63% | 67.2%            | <b>68.8%</b>         |          |
| LPI CS8<br>% of contact centre calls handled                    | 90%<br>Profiled target 83% | 90.6%            | <b>87.3%</b>         |          |

The Contact Centre achieved its profiled targets (which increase as the year progresses) in October; we answered 68.8% of calls within 20 seconds (against a target at the end of October of 63%) and 87.3% of total calls handled (against a target at the end of October of 83%).

Of the 6,438 calls offered we answered 5,836 of these which were reductions of -6% (403) and -8% (534) respectively. So far this financial year, we have answered 45,961 calls in total compared to 46,447 for the same six months last year.

| Description  | Target 16/17 | Achieved (month) | Cumulative for 16/17 | Variance |
|--|--------------|------------------|----------------------|----------|
| <b>Performance Measure</b>                                       |              |                  |                      |          |
| LPI CS9<br>% customer queries resolved at first point of contact | 85%          | 94.5%            | <b>94.5%</b>         |          |

The Customer Services team continue to deliver excellent customer service by meeting

first point of contact targets.

| Description  | Target 16/17 | Achieved (month) | Cumulative for 16/17 | Variance |
|--|--------------|------------------|----------------------|----------|
| <b>Performance Measure</b>                                     |              |                  |                      |          |
| LPI CS13<br>% of Customer Satisfaction for the shops           | 95%          | 95.3%            | <b>95.9%</b>         |          |
| LPI CS11<br>% of Customer Satisfaction with the Contact Centre | 95%          | 94%              | <b>93.75%</b>        |          |

Customer Satisfaction levels are now being monitored on a monthly basis to help gain insight into levels throughout the year. Levels for the last few months show that Customers are very satisfied with the service provided to them.

## Project

### Achieve IIP accreditation for the whole Council

We have recently been re-accredited for Investors in People. The assessment took place in April and lasted six days.

The feedback from the Assessor was very positive:

“(The Council has been) accredited for some years and very much committed to the principles of Investors in People, the organisation.... continues to perform within the top quartile of district councils and achieves Customer Service awards for the work they do. Feedback (from the Assessor) suggested that ...the organisation had kept the right people and had motivated them to continue to deliver the services required to a high standard; streamlining processes and generally seeking to become more efficient in most areas”

The Assessor went on to say:

“People are able to contribute their ideas and have an input into how their team is run and how results will be achieved. ... (there is a) friendly working environment and good working relationships throughout with generally supportive and developmental managers and a culture of equality of opportunity “

“Whilst the organisation has made cost savings which have resulted in fewer staff with greater workloads, feedback suggested that the organisation has risen to the challenge and is becoming more streamlined and efficient in many areas, with improved cross-



team working and greater joined up thinking “

“People feel trusted and supported to take on responsibility within their job roles and deliver against required objectives. People believe they are valued. “

The Council has held this accreditation for a number of years, and clearly remains committed to investing in its staff and to excellent people management practices.

| Description                                    | Target 16/17 | Achieved | Cumulative for 16/17 | Variance |
|--|--------------|----------|----------------------|----------|
| <b>Performance Measure</b>                     |              |          |                      |          |
| LPI PC1<br>Number of visits to the FDC website | 424,996      | 36,000   | 265,755              |          |

| Project  |
|--|
| <b>News Survey</b>   |
| <p><b>Monthly update on news stories to the FDC website &amp; social media sites;</b><br/>                     The number of news stories added to the FDC website and distributed as press releases to local media in <b>October = 13</b></p> <p>Highlights included:</p> <ul style="list-style-type: none"> <li>• Volunteers hailed as Fenlands extra workforce</li> <li>• Cabinet gives go-ahead for brown bin charge</li> <li>• Thousands getting sporty with Active Fenland</li> <li>• United front in the battle against hate crime</li> <li>• Wisbech celebrates scooping gold in Britain In Bloom</li> <li>• Proposed improvements to March Railway Station</li> </ul> <p>The number of social media updates added to the FDC Facebook and twitter accounts;</p> <p>Facebook = 22<br/>                     Twitter = 76</p> <p>We currently have 854 likes on Facebook and 7,279 followers on twitter.</p> <p>The number of news stories added to the FDC website and distributed as press releases to local media in <b>November = 18</b></p> <p>Highlights included:</p> |

- Fenland Councillors vote to accept devolution deal
- South Fens Enterprise park now fully occupied
- Winter Flood Campaign
- Minister boosts hopes for more cash for Wisbech
- Leisure Centres offer Magnificent 7 deals
- Record turnout for latest Golden Age event

The number of social media updates added to the FDC Facebook and twitter accounts;

Facebook = 40

Twitter = 101

We currently have 874 likes on Facebook and 7,335 followers on twitter.

## Project

### Register of Electors Re-Publication 2016

The Register of Electors was successfully re-published on 1 December 2016. This is in line with the requirement for the Electoral Registration Officer to undertake an Annual Canvass of the 44,000+ residential households in the District to establish who should appear in the register of electors each year.

We achieved a small improvement on last year with a response rate of just over 95%.

The current total electorate figure is 75,386, which is an increase of 1,326 electors from when the register was last published on 1 December 2015.

In addition to this there are currently approx. 5,300 people who are in the various stages of being invited to register.

## Project

### Polling District Review

The Local Government Boundary Commission for England has recently undertaken an electoral division review of County Council boundaries across the whole of Cambridgeshire. The final results of the review were published in September and have

resulted in significant levels of change across the County as a whole and more locally across the district. The outcomes of the review will reduce the number of County Council Divisions from 11 to 8 and the number of County Councillors from 11 to 9 within Fenland District Council's area. In addition the review has also resulted in changes to parish electoral arrangements in March, Whittlesey and Wisbech St Mary, which will come into force at the next scheduled Town and Parish Council elections in 2019. The changes to the electoral division boundaries and subsequent parish electoral changes have been the catalyst for undertaking an interim Polling District Review. The last review was undertaken in November 2014, which was the compulsory Parliamentary review as per the Electoral Registration and Administration Act 2013. The review was led by the cross party Member Working Group, which successfully led the previous Polling District review in 2014, and has involved an extensive consultation exercise, where members of the public in addition to local County, District and Parish Councillors, local groups representing individuals with a disability, Candidates and Agents that took part in the 2015 all out local elections in addition to previously designated Polling Places themselves, were all asked to comment on the Polling District Review proposals.

We received consultation comments from 38 interested parties. The Member Working Group met and endorsed the changes proposed following the consultation exercise. The Resulting Polling District Review report is being considered by Council on 15 December 2016. Subject to Council approval the review will enable the revised electoral register reflecting the new Polling Districts to be published on 17 February 2017. It is the revised register that will support the County Council elections in May 2017.

## **BUSINESS PLAN AREA: Quality Organisation**

**Business Plan Priority:** **Strong Governance, Financial Control and Risk Management**

**Business Plan Action:** **Maintain robust and effective financial standards, robust internal controls and effective risk management as evidenced by our Annual Audit Letter from External Audit and through the Council's Budget and Medium Term Financial Strategy and Risk Management Strategy**

**Portfolio Holder:** **Cllr Chris Seaton**

### **Project**

#### **Annual Audit Letter**

The Council has received its Annual Audit Letter from our external auditors, Ernst & Young. The letter summarises the results of audit work completed for the 2015/16 financial year.

External audit work is completed in accordance rigorous standards, such as the Audit Commission's Code of Audit Practice and International Standards of Auditing. The work comprehensively reviews financial records, and supporting information that demonstrates good governance (such as effective decision making, management of risk, effective counter fraud and corruption, compliance with laws, consulting with the community and stakeholders, plus good partnership working).

If the auditor is satisfied that the Council has proper arrangements in place, they will issue a positive conclusion that the accounts and accompanying statements are unqualified.

Both the Accountancy and Internal Audit teams assist the external auditor by completing documentation and evidence for review. The letter recognises that the Council produced good quality working papers, and provided the required information on a timely basis, helping to complete the audit efficiently. This is a significant achievement, considering the rapid pace of change and external pressures facing the Council.

A report was presented to the Corporate Governance Committee on 6 December. It is an excellent letter, stating the Council has proper arrangements to secure economy, efficiency and effectiveness of its use of resources. Consequently the auditors gave an unqualified opinion on the accounts, annual governance statement, and a value for money conclusion.

## BUSINESS PLAN AREA: Quality Organisation

**Business Plan Priority:** Consultation and Engagement

**Business Plan Action:** *Continue to work with residents and stakeholders by carrying out appropriate consultation and engagement on service delivery and proposals*

**Portfolio Holder:** Cllr Chris Seaton

### Project

#### Wisbech 2020 consultation

Public consultation took place between 9 September and 10 October about the Wisbech 2020 Vision project and the idea of a “garden town.” In total 131 people responded. 84 people responded online and approximately 47 people took part in the survey at a two-day consultation event in Wisbech Town centre (9<sup>th</sup> and 10<sup>th</sup> September).

Respondents were asked to comment on the following questions:

1. **What’s best now** – the three aspects of the town you like the most
2. **The main challenges** – the three things that most need improving
3. **Garden Town** – If 10,000 new homes were built, what else do we need to come with them? What are your top three priorities?
4. If we can secure some of this investment, **would you back the Garden Town idea?**

Results of the consultation will feed into the 4 key themes for the Wisbech 2020 Vision project:

- Skills and education
- Infrastructure, growth and built environment
- Local economy
- Health, wellbeing and cohesion



The consultation analysis can be found here:  
[www.Wisbech2020vision.co.uk/consultationanalysis](http://www.Wisbech2020vision.co.uk/consultationanalysis)

**BUSINESS PLAN AREA:** Quality Organisation

**Business Plan Priority:** Equalities

**Business Plan Action:** *Meet the requirements of the 2010 Equality Act through our core service delivery and publish on a yearly basis an Annual Equality Report*

**Portfolio Holder:** Cllr Simon King

| Business Activity   |
|---|
| <b>Meet Equality Act Requirements</b>   |
| <p><b>Gypsy Traveller Health</b><br/>           Gypsy Travellers have the lowest life expectancy of any group of people. To address this the Council work with the Traveller Health Team lead nurse to identify and address barriers to accessing services and identified health issues</p> <p>Most families seeking help from the Team are already registered with a GP but have not understood their health problem and therefore haven't complied with treatment. This has also been the case with some Hospital Consultant appointments</p> |

relating to problems with attendance, understanding what is said and therefore compliance with treatment. A key worker from the Health Team who can facilitate this process has proved invaluable, both to the Gypsy Traveller client and to the Consultant being able to improve the treatment regime and subsequently the health of that individual.

Some outcomes include:

- **Smoking** - The Traveller Health Lead Nurse has worked in partnership with local Primary Care staff to set up nurse-led clinics at a Gypsy Traveller site in Cambridge. Residents have been able to attend on-site Healthy Heart and CAMQUIT stop smoking events resulting in some positive preventative work. The Council will explore how this can be rolled out in Fenland.
- **Exercise** - The Traveller Health Team have worked with Fenland District Council to organise family physical play sessions during the summer holidays, and free swimming lessons for Gypsy Traveller families in the summer holidays. As well as having a lot of fun, several children attending had learnt to swim by the end of the course.
- **Dental services** - Another key area of help requested by Gypsy Traveller families has been access to dental treatment for acute dental problems such as abscesses and this has also been facilitated by the Health team by providing help with registration forms and contacting the Dental Access clinic to arrange appointments. Help of this nature is spread by word of mouth within the Gypsy and Travelling Communities resulting in phone calls from other individuals keen to access dental treatment
- **Community Health Champions** – are being sought and it is hoped that they will be able to influence the health messages given to their peers at a local level, ensuring they are delivered in the correct format and an acceptable manner. Again the Council will work with the Traveller health team to support recruitment on FDC managed Gypsy and Traveller sites

**BUSINESS PLAN AREA:**            **Quality Organisation**

**Business Plan Priority:**            **Asset Management**

**Business Plan Action:**            ***Continually review the Council's asset base to ensure suitability and sustainability, whilst maximising service and income benefits. Continue to work in conjunction with public, private and third sector partners to promote joint working***

**Portfolio Holder:**                    **Cllr Ralph Butcher**

| <b>Project</b>  |
|---|
| <b>Corporate Asset Management Plan Update</b>   |
| <p>Officers are presently preparing a revised AMP to ensure that the Council is able to meet the challenges it faces with well-managed, well maintained assets that are fit and suitable for purpose.</p> <p>The first formal stage on the path towards adoption was the consideration of the current draft by the Overview &amp; Scrutiny Committee which occurred in October. Those comments and recommendations are being considered and any necessary changes are being incorporated before a final version is submitted to Cabinet &amp; Council in December 2016.</p> |

| <b>Project</b>   |
|--|
| <b>Wisbech Port Estate Review</b>  |
| <p>As part of good estate management practices and in keeping with the savings proposals identified within the Fenland Comprehensive Spending Review, Officers are currently preparing an approach to ensure a greater returns and lower running costs from the Council's Port Assets. Proposals are due to be presented to Cabinet in March 2017, in accordance with the Transformation Plan timetable.</p> |



## **BUSINESS PLAN AREA: Quality Organisation**

**Business Plan Priority:** Workforce Development

**Business Plan Action:** *Maintain an effective workforce with the right skills to deliver the priorities of the Council*

**Portfolio Holder:** Cllr Chris Seaton

### **Project**

#### **Learning & Development**

The Council remains committed to the learning and development of its workforce, and has a very robust and responsive learning and development framework in place to ensure that staff's learning needs are met.

The IIP Assessor recognised this:

“Learning and development activities are ongoing and there is still a learning culture despite the reduced training budget. People are being more creative in terms of finding cost-effective methods which meet their development needs. The organisation is to be congratulated that this continues to be a strength.”

## **BUSINESS PLAN AREA: Quality Organisation**

**Business Plan Priority:** Enforcement

**Business Plan Action:** *To take a fair and equitable approach to enforcement to positively improve living, working and environmental standards within the district*

**Portfolio Holder:** Cllr Will Sutton

| <b>Project</b>   |
|--|
| <b>Planning Enforcement Update</b>   |
| 32 new complaints<br>17 closed<br>1 enforcement notice issued<br>0 notices complied with |

**Portfolio Holder:** Cllr Mike Cornwell

| <b>Project</b>   |
|--|
| <b>Business training and information support</b>   |
| <p>Information technology System and process project.</p> <p>A project team has been developed to:</p> <ul style="list-style-type: none"><li>• Develop one IT system for licensing process and record keeping.</li><li>• Develop system specific processes which meet our statutory responsibilities with clarity of process for customers.</li><li>• Develop written processes and procedures for services.</li><li>• To develop confident and generically skilled system users within all Communities Environment and Leisure service areas.</li></ul> <p>Since April this year the project team has focussed on building resilience within those services who support the Council's statutory licensing service; the communities, environment and leisure support team and the environmental health team.</p> |

Initial successes:

The project team have focussed on developing the workforce to better respond to customer needs and to streamline processes.

Written processes have been developed for many license types.

Environmental Health are dealing with day to day compliance enquiries and working in partnerships to resolve cases.

Customer Access training was delivered in September and feedback shows that this service is better able to inform the customer of how to submit an application and pay for a licence online. Fewer customers are calling back to customer access stating they have not received the correct information.

The numbers of repeat calls from customers in relation to queries for information required about the stage of a particular application has reduced. There are many more members of staff now able to support the licensing service and a customer which reduces wait times for enquiries to be dealt with.

**BUSINESS PLAN AREA:**

**Quality Organisation**

**Business Plan Priority:**

**Health & Safety**

**Business Plan Action:**

***Maintain effective Health & Safety policies and systems to comply with relevant legislation and local requirements, to ensure the safety and wellbeing of the Council's workforce, stakeholders and the wider community***

**Portfolio Holder:**

**Cllr Chris Seaton**

**Project**

**Health & Safety Update**

A number of services are currently being audited to assess their compliance with legislation and Council codes of practice. These are: Policy and Governance, Communications, ARP, Planning and Accountancy / Exchequer Functions.

Currently developing a Refuse/Cleansing "Safe Working Methods Handbook" this will assist in providing examples of correct working activities through photos and text with do's and don'ts. The handbook is targeted at refuse loaders, drivers and cleansing

staff.

Following a review of lone working within the Council, a trial is currently underway to test a lone working device for our “higher risk” lone working staff e.g. providing enforcement duties, traveller sites etc.

The device provides GPRS location updates, emergency assistance via 24/7 call centre.

A number of health and safety training are in the process of being arranged / delivered including Fire Warden training, Conflict Management, Risk Assessment and Computer Workstation Assessments.

## **Project**

### **Emergency Planning Update**

Joint working with the Local Resilience Partners (Cambridgeshire and Peterborough) on multi-agency planning requirements. Areas of current work include community resilience and warning informing.

Also, currently reviewing the pre-identified emergency rest centres to provide details of facilities available at each location, and update our plans.

Planning underway to deliver internal training to our emergency operations staff and rest centre staff during the autumn/winter period.