

# **Cabinet and Corporate Management Team**

## **Portfolio Holder Briefing Report**

**January 2017**

# 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



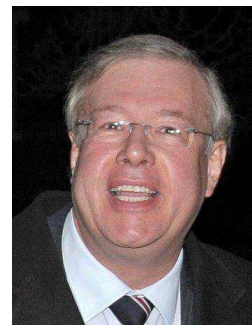
**Councillor  
Chris Seaton**  
Cabinet Member for  
Finance



**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 Days taken to process Council Tax support – new claims and changes	8 days	7.8	7.6	+0.4
LPI CS2 Days taken to process Housing Benefit – new claims and changes	8 days	8.2	7.5	+0.5

The Council is financially penalised via the Housing Benefit subsidy arrangements if the total overpayments in 2016/17, caused either by our error or delays in processing, exceed 0.48% of total benefit expenditure. At the end of June, overpayments caused by error or delay totalled 0.56% of benefit expenditure and we were on course for a financial penalty which could potentially run into 6 figures. Action has been taken to address this issue which include clearing outstanding work, maintaining a healthy work position and prioritising incoming work; all of which prevent overpayments occurring. At the end of December, the overpayments to expenditure ratio was down to 0.31%.

Fenland's indicative performance suggests that it has qualified for an incentive payment from the DWP under the Fraud and Error Reduction Scheme for its work in Q2 and Q3 around identifying reductions in the amount of Housing Benefit paid out on a claim level basis. We routinely target claims for review which are at risk of fraud/error due to claimants failing to promptly report changes in their circumstances. For example, claimants who have earned income or child care costs within their benefit assessment will be asked to provide up to date details to ensure the level of benefit they receive remains correct.

**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 Total number of private rented properties where positive interventions are taken to address safety and cohesion issues	200	11	93	

At the end of December 2016, The Council has inspected 2 Houses in Multiple Occupation (HMOs).

The Council had also investigated 11 complaints from tenants occupying privately rented accommodation and have carried one full house inspections 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	2	0
March	0	0
Chatteris	0	0
Whittlesey	0	0
Other villages	0	1

The drop in performance is due to long term staff sickness, we are looking at options to rectify this position A profile of inspections is being developed to reach the target by the end of the financial year.

### What do our customers say?

Description	Baseline	Target 16/17	No of customers who responded	No of customers satisfied	% 16/17	Variance
MPI Number of households very satisfied or satisfied with the services provided by the Housing Options team	100%	90%	7	7	100%	

During December, 7 surveys were handed out at homeless interviews and 7 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 97.

**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 Number of DWP customers or eligible referrals within 2016/17 supported at Community House	120	3	81	

December was a transitional month, as the officer working on the project left the authority and new members of staff didn't formally start working until the middle of the month.

Discussions are ongoing with potential funding partners to continue the service for the DWP in 2017/18.

**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 Number of people who attend the Golden Age events	200	175	356	

**Report on the event from 23<sup>rd</sup> November at Wisbech St Mary**

We had 27 partner organisations attend the venue including a cooking demonstration of stir fry by Everyone Health.

New Vision Fitness saw 32 people which included undertaking 21 blood pressure checks, 7 health MOT'S and offering 7 residents 5-days passes to try leisure services. As well as this Active Fenland offered free taster sessions of a new game called Boccia, New Age Kurling and chair based exercises.

Age UK Cambridgeshire & information services dealt with over 50 plus information enquires and had 6 referrals for the Handyman Service

Bobby scheme spoke to 20 people and had some positive outcomes regarding future referrals after discussion with people at the stand.

Community Resilience Development Team at CCC saw 30 people relating to Trading Standards and the library/volunteering side spoke to 25 people.

Cambs & Peterborough Pharmaceuticals spoke in depth to 10 plus people with quite a number of medicine queries, advice given & signposting to Community pharmacies and doctors.

Isle of Ely Society for the Blind spoke to 20 plus people and have taken 4 referrals and have handed out referral forms.

Alzheimers Society spoke to 22 people with referrals into Dementia Support Service and general information.

Breathe Easy Wisbech Group saw 25 people and many were unaware that there are monthly meetings in Wisbech

Fire Service Volunteers spoke to at least a 100 people. They exchanged 10 electric blankets and took 9 referrals for home safety and wellness checks.

Care Network and Community Navigators had a lot of interest particularly in transport and groups.

Careline gave information to lots of people including 1 definite take up of Careline and several interested. Also 3 very interested enquires into supplying Keysafe.

Everyone Health as well as doing the stir fry demonstration for healthy heating, did 12 MOT checks and had 2 referrals

### What do our customers say?

Description	Baseline	Target 16/17	No of customers who responded	No of customers satisfied	% 16/17	Variance
LPI – CEL2 Customer satisfaction with Golden Age events (Annually)	97%	90%	60	60	100	

Feedback from the November event

20 satisfaction surveys carried out

20 customers thought it was either very good or good = 100% of those responding

Comments include:

- Keep up the good work – it's excellent
- There should be more events like these
- Surprised at how good it was as it was free to enter
- Well done to all
- Impressed with the amount of partners attending
- Good range of information

**BUSINESS PLAN AREA:** Communities

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

**Business Plan Action:** *Work in partnership with the Children's Trust and Fenland & East Cambs Children's and Young People Partnership to improve life chances for children and young people*

**Portfolio Holder:** Cllr Michelle Tanfield

### Partnership Activity

#### East Cambs and Fenland Children and Young People Partnership

As well as delivering Information Advice & Guidance for individuals, the Rosmini centre also arrange localised learning opportunities for community groups.

The Children & Young People's Partnership have identified potential concerns/ issues over children living in houses of multiple occupation or other locations where children are left with people in the property who are unrelated to the child and just happen to live there.

To address this they are working with the Rosmini Centre to deliver community training to raise awareness of this issue with parents and recruit appropriate people to act as child minders during the day, early evening and if needs be at night.

They are undertaking safeguarding checks of potential child minders and delivering a tailor-made course to cover all the aspects of the role.

This is making a real, positive difference to people's lives. They are now looking at a Fostering recruitment drive and are funded by the County Council to continue this work until the end of this financial year.



## 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 December	Cumulative for 16/17	Variance
<b>Performance Measure</b>				
LPI CEL4 Number of paid visits to our leisure centres	837,588	55,776 (target 45,894)	600,566 (target 607,983)	

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Monthly target	62157	71884	72787	69988	69565	72589	69801	73318	45894
Chatteris	4900	4722	4865	4473	4610	5199	4851	5168	3569
March	16139	15773	16095	16511	16708	17389	16445	16177	11729
Wisbech	24766	17462	24347	17291	20788	18448	16288	17703	14766
Whittlesey	20265	14799	15267	16514	17777	13777	14781	13957	13749
<b>Total all centres</b>	76916	63602	71420	65843	70937	66776	64328	64968	55776

Attendance at the leisure centres continues to meet targets, with income continuing to exceed targets and approaching a record £2.3m this year. The continued income levels reflects the investment at the George Campbell 18<sup>th</sup> months ago continuing to match expectations.

Description	Target December	Achieved December	Variance
<b>Performance Measure</b>			
MPI Number of Direct Debit members	2,910	2,964	

	Oct	Nov	Dec
Target number of Direct Debit members	2930	2930	2910
Total Daytime members	719	719	627
Total Anytime members	2212	2202	2409
Total Direct Debit members	2931	2921	2964

Direct debit membership has closely tracked targets in the past few months, with December improving slightly above the target.

A promotion, which is being set up to compete against other local gyms, is expected to increase the number of pre-paid annual members, as well as raise awareness of New Vision Fitness throughout Fenland.

Income levels continue to exceed expectations and customer satisfaction levels indicate that our membership performance will continue to be strong for the rest of the financial year.

## **New Vision Fitness**

### **Customer focussed improvements**

In December the New Vision Fitness launched several important improvements aimed at attracting more customers and ensuring that customers have better access to information and our facilities.

The new website ( [www.newvisionfitness.co.uk](http://www.newvisionfitness.co.uk) ) has been launched with a focus on making it attractive, rich in content and simple to use. This is a step change from the layout and format of the previous site and considerably enhances the services' web offer.

Added to this improvement the online booking system on the web has been updated. The system is more user friendly and simple to use. It is anticipated that this will encourage more people to book fitness classes online in the future.

Another enhancement is the ability to buy your membership online for the first time. Previously to join the New Vision membership a visit to the leisure centre was required. The ability to buy online will enhance our sales process, improve customer satisfaction and reduce the time spent at reception by the team processing memberships.

Finally, New Vision has launched the New Vision App on your tablet or smart phone. This allows customers to book classes instantly, see how many people are booked on a class, cancel a class, receive news and much more. Importantly the App allows the service to send 'push notifications' to smartphones. These messages are generally read very quickly ensuring a higher degree of communication than has previously been possible with customers. This App enhances customer satisfaction as well as reducing the number of phone calls received by the service and the number of face to face bookings being made at reception. This allows reception to spend more time on customers with more complicated enquiries.

Project
<p><b>Active Fenland</b></p> <p>Year 2 of the Active Fenland project continues to match the programme's expectations. Various new sessions are planned this quarter including additional walking football sessions, indoor bowls sessions, mash-up football for young people, and additional table tennis Ping in the Parish sessions planned for Eastrea.</p> <p>To more effectively promote elements of the programme the Facebook page is being promoted across Fenland. In terms of specific activities, these are being promoted in a targeted manner by location and age. It is anticipated that this approach will raised the number of attendees this year.</p> <p>Active Fenland now has the start of a website too. This is being developed at present and is expected to be fully populated by late February. This channel will also be promoted to encourage uptake of the activities on offer.</p>

### What do our customers say?

Description	Baseline	Target 16/17	No of customers who responded April - December	No of customers satisfied April - December	% 16/17	Variance
LPI CEL5 % of those asked who are satisfied with FDC's Leisure Centres	87%	82%	690	591	86%	

The service has sent out in excess of 3,700 surveys, with a response rate of 19%, or 690 returned.

Summary satisfaction and response rate by centre:

	Dissatisfied	Satisfied	Total	% Satisfied
Chatteris	10	91	101	90%
George Campbell	27	204	231	88%
Hudson	32	148	180	82%
Manor	30	148	178	83%
<b>Totals</b>	99	591	690	86%

Customer satisfaction in New Vision Fitness continues to run at a high level, ensuring good word of mouth in the communities, which in turn will attract more members to use the facilities on offer.

**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)**

**Public Health Reference Group update**

Officers from the County Council Public Health team and FDC delivered a short workshop to Senior Managers on the impact that district Council services have on Public Health outcomes. The workshop explored current good practice examples where District Councils had achieved positive health and wellbeing outcomes for local communities and developed future work activity that could be explored to be mutually beneficial to both Public Health and the delivery of the Council' business plan. Next steps:

- The feedback from the workshop is being captured and fed into a County wide Public Health and District Council reference.
- An all Member Seminar is taking place in January.
- The work from the workshops and the Public health reference group will be used to refresh the Fenland Health and Wellbeing Strategy and partnership action plan and relevant work streams will be placed in service plans across the Council.

**CLear Workshop for smoking cessation tobacco control**

In December the Health Wellbeing partnership held a partnership workshop to review how services contribute to reducing the level of smoking and availability of illicit tobacco. Fenland has a higher prevalence of smoking than both the national and Cambridgeshire averages and addressing this inequality is a priority for the partnership.

The workshop was well attended with more than 30 delegates from a variety of

health, community and regulatory services.

The outcomes of the workshop were presented to the Health and Wellbeing Partnership in January 2017 with proposals for closer working to tackle the high prevalence of smoking and availability of illicit tobacco. The focus of the work will be to deliver joint projects, sharing and making best use of resources.

### **Health and Wellbeing Partnership**

The next health and wellbeing partnership meeting is in April 2017.

**Portfolio Holder:** Cllr Mike Cornwell

### **Project**

#### **Better Care Fund**

#### **Disabled Facilities Grants (DFG):**

The capital budget that the Council receives to deliver adaptations to help residents remain in their own homes has for the last 2 years been incorporated as part of the Better Care Fund allocation the County Council receives to work across the public sector to improve outcomes to residents utilising Health and Social Care services. The budget increased from nearly £500,000 in 15/16 to £844,000 in 16/17. In response the Better Care Fund action plan agreed to review the use of the DFG budget to see how cross agency working and processes could be improved to help improve outcomes to vulnerable residents. A new County-Wide approach to delivery has been developed to deliver quicker timescales for improvements and be more flexible in its use in accordance with Government expectations. To assist the Council is procuring the contract for Home Improvement Agency work to support this new approach which will also deliver revenue efficiency savings to the Council (£30,000 saving per annum with the new contract). Alongside the new County-Wide agreement proposed changes to the DFG and Minor Works policy will be brought to Cabinet for consideration. These changes will be an interim policy whilst work is developed to deliver a new County wide policy by April 2018.

## 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	Cumulative for 16/17	Variance										
<b>Performance Measure</b>														
MPI Number of homes adapted to assist vulnerable and disabled residents to remain in their home	70	4	59											
<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 December the Council has assisted 4 households with adaptation works.</p> <p>The geographical spread is as follows:</p> <table> <tbody> <tr> <td>Wisbech</td> <td>1</td> </tr> <tr> <td>March</td> <td>0</td> </tr> <tr> <td>Chatteris</td> <td>0</td> </tr> <tr> <td>Whittlesey</td> <td>1</td> </tr> <tr> <td>Other villages</td> <td>2</td> </tr> </tbody> </table>					Wisbech	1	March	0	Chatteris	0	Whittlesey	1	Other villages	2
Wisbech	1													
March	0													
Chatteris	0													
Whittlesey	1													
Other villages	2													

### What do our customers say?

Description	Baseline	Target 16/17	No of customers who responded	No of customers satisfied	% 16/17	Variance
Disabled Facilities Grants: % of residents who felt that the work undertaken to adapt their property made their life easier ( 1 year on survey)	100%	90%	3	3	93%	

A further 3 residents, in March, Manea & Parson Drove, responded to the survey in December 16 for this performance measure.

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

## Partnership Activity

### Wisbech Alcohol Project

The Wisbech Alcohol Partnership during December has been busy supporting and promoting a number of key alcohol campaigns through local trade, social media and community engagement.

The partnership supported the 'Dry January' campaign which is delivered by the national charity, Alcohol Concern. This campaign also supports the ongoing work and aims of the partnership to help reduce the impact of alcohol on the local community and to raise awareness on safe alcohol behaviours. Further information on Dry January, including sign up, can be found at [www.alcoholconcern.org.uk/dry-january-signup](http://www.alcoholconcern.org.uk/dry-january-signup)

The partnership through its local PubWatch and SIRCS networks has also been promoting the 'morning after' drink drive campaign to help improve road safety and reduce the number of alcohol related traffic incidents in Fenland. Licensed trade and retailers were provided with posters, leaflets and scratch cards to promote to their customers how long it takes for alcohol to be processed by the body and when likely it would be safe to drive the morning after a drink!

**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 (November)	Cumulative for 16/17	Variance
<b>Performance Measure</b>				
LPI CEL8 % of household waste diverted from landfill (recycled and composted)	51%	47%	55%	

**Collected Household Waste to end November**

	Quarter 1	Quarter 2	Oct 16	Nov 16
Dry Recycling (Blue Bin)	2,303	2,264	667	691
Compost (Brown Bin)	4,113	3,850	960	796
Residual Waste (Green Bin)	4,822	4,766	1,515	1,646
<b>Overall tonnage</b>	<b>11,237</b>	<b>10,880</b>	<b>3,142</b>	<b>3,133</b>
Dry Recycling %	21%	21%	21%	22%
Compost %	37%	35%	31%	25%
<b>Dry Recycling &amp; Compost Total %</b>	<b>57%</b>	<b>56%</b>	<b>52%</b>	<b>47%</b>

Recycling remains on target for the end of the year with 9,719 tonnes of waste sent for recycling or composting from the 15,644 tonnes collected to the end of November.

The refuse and recycling team supported the quality of blue and brown bin materials collected by rejecting 1,640 bins that they observed to contain unacceptable materials in November along with supervisors visiting 3,000 properties as part of the recycling improvement plan.

Description	Target 16/17	Achieved (December)	Cumulative for 16/17	Variance
<b>Performance Measure</b>				
MPI % missed bins collected the next working day	90%	90%	91%	



### Missed Collections Reported for December

	December 16	2016/17
Collections reported as missed	229	2654
Responded to by end of next working day	209	2407
<b>Percentage</b>	<b>91%</b>	<b>90%</b>

The total number of missed collections this month remains reasonable at less than 0.1% of scheduled collections (from 3.4 million each 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 (Apr- Dec)	No of customers satisfied (Apr-Dec)	% 16/17	Variance
LPI CEL9 Customer satisfaction with refuse & recycling services	98%	90%	52	52	100%	

Two of these customer satisfaction processes are scheduled throughout the year. The first of these was undertaken in September when 300 questionnaires were sent out to customers who were selected at random.

The results of this survey are exceptional with all 52 responses returned being satisfied or above. This reflects how well respected customers consider this service and similar previous processes have seen a consistent performance achieved within the 90's%.

This demonstrates the highest level of quality and commitment by this team who overcome daily issues of traffic, weather, breakdowns and staff shortages, but still continue to perform at the highest level.

**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 (November)	Cumulative for 16/17	Variance
<b>Performance Measure</b>				
MPI Income generated through recycling materials	£350,000	£25,090	<b>£242,000</b>	
Variations in market values continue to affect the income for the recycling collected in Fenland. Every effort is being made to continue to encourage customers to recycle actively and reduce the amount of waste in their green bin.				

**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 (December)	Cumulative for 16/17	Variance
<b>Performance Measure</b>				
LPI CEL6 Rapid or Village Response requests actioned same or next day	90%	91%	<b>95%</b>	

### Rapid Response Requests for Service to December

Area	Requests Dec	Requests Met	Performance
Chatteris	16	15	94%
March	23	22	96%
Villages	31	29	94%
Whittlesey	20	16	80%
Wisbech	56	51	91%
<b>Totals</b>	<b>146</b>	<b>133</b>	<b>91%</b>

The cleansing team continue to respond in a timely manner to the majority of requests for service received from customers. During the month some areas had a reduced performance on a couple of occasions due to staff shortages.

Description	Target 16/17	Achieved (December)	Cumulative for 16/17	Variance
<b>Performance Measure</b>				
LPI CEL7 % of inspected streets meeting our cleansing standards (including graffiti and flyposting)	90%	98%	98%	

The Street Scene Team monitor cleansing standards across a range of areas using set performance criteria. This month all but 2 of the 120 inspections made have found the area inspected to be of a suitable and clean condition.

### December Cleansing Inspections

Area	Inspections carried out	Standards met	Performance
Chatteris	30	28	93%
March	30	30	100%
Whittlesey	30	30	100%
Wisbech	30	30	100%
<b>Totals</b>	<b>120</b>	<b>118</b>	<b>98%</b>

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

### What do our customers say?

Description	Baseline	Target 16/17	No of customers who responded (Apr-Dec)	No of customers satisfied (Apr-Dec)	% 16/17	Variance
MPI Community satisfaction with cleansing services	88%	80%	48	37	77%	

Two of these customer satisfaction processes are scheduled throughout the year. The first of these was undertaken in May when 300 questionnaires were sent out to customers who were selected at random.

The most recent survey achieved 37 of the 48 responses returned being satisfied or above. This is a very good achievement for this service where recent processes have seen a consistently high performance. This reflects how valued customers consider this service.

**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

#### CSR - Garden Waste

The first phase of the garden waste project saw 6,600 customer sign up to direct debits online prior to 10<sup>th</sup> January. Customers were also able to complete the transaction on computers at council shops/hubs. A small number of customers who didn't have transport or access to the internet were taken through the direct debit process over the telephone.

The communications continue with letters being delivered to all properties at the end of January and further measures to ensure that all customers have the opportunity to subscribe if they wish to and to understand the other options available.

**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 Peter Murphy & Cllr David Oliver

Project
<b>Streets Ahead Enforcement Project Update</b>
<p>Of the 21 planning enforcement cases closed in December, 2 related to untidy land and property and in each of the cases the Council secured improvements without the need to take formal action.</p> <p>Following the extensive work carried out to address member concerns in relation to streetscene and property related issues, a full update of the achievements will be presented to an All Member Seminar on 2<sup>nd</sup> March 2017.</p>

**Portfolio Holder:** Cllr David Oliver

Project
<b>Support the Council's programme to improve and enhance the dilapidated Wisbech Town Centre buildings</b>
<p>Following the successful award of Heritage Lottery Fund, the project has recently appointed the lead project officer, Taleyna Fletcher, who will take up the post in January and will oversee project delivery and co-ordinate all interested parties.</p> <p>A full programme of activities will complement the physical regeneration of the High Street in Wisbech and opportunities for property owners to submit grant applications will begin shortly.</p>

**Project****Manage the operation and maintain FDC-owned public car parks**

Routine FDC Car Park inspections were undertaken during October/November with various urgent repairs undertaken in some of the Council's 21 Car Parking facilities to include Furrowfields Car Park in Chatteris, and both Queen Street and Woolpack Lane Car Parks in Whittlesey. Further routine repairs and minor improvement works are planned for January and February following the Xmas shopping period to include.

1. Furrowfields Car Park Chatteris fencing repairs, tree pollarding and dead wood removal.
2. City Road Car Park March dead tree and wood removal and shrub bed pruning.
3. Grosvenor Road Car Park North Whittlesey footpath and fencing repairs
4. West Street Car Park Wisbech tree pruning and crown lifting
5. Church Terrace Car Park Wisbech tree pruning, crown lifting and ivy removal.
6. Church Terrace Car Park Wisbech surface patching works

Whilst undertaking the routine patching and repairs in Church Terrace Car Park, additional works are planned to remove or amend several kerbed island areas which were home to former diseased trees or have been utilised as temporary shrub/bedding areas.

The works will also include the removal of two or three smaller trees which have been identified as diseased or not thriving from a recent picus survey. These areas will be reinstated with asphalt as part of the programmed patching works, with some shrubs being relocated to existing planted areas. Upon completion the car park will be relined in a new layout. This will provide some additional parking bays, and improve the operational flow whilst facilitating easier partial closure during the Rose Fair.

The work at Church Terrace car park will be completed in phases over several months within existing 2016/17 and 2017/18 budgets. Upon completion of the minor improvement and maintenance works, the existing shrub bed areas within the car park shall be improved with some newly identified bedding areas reinstated in the Spring.

**Portfolio Holder:**

**Cllr Peter Murphy**

**Project**

**Manage and maintain highway related assets and infrastructure (street furniture, bus shelters, etc)**

Routine inspections were undertaken in November and December for a number of FDC owned highway related assets to include gateway signs, tourist information signs and bus shelters. Routine and maintenance works are now being developed which will be implemented prior to the end of March including glazing repairs to bus shelters, addressing rotten posts on brown tourism signs and general painting.

**Portfolio Holder:**

**Cllr Ralph Butcher & Cllr Simon King**

**Project**

**Manage and maintain district, parish and Roddons' street lighting**

Summer 2016 marked the end of the CCC PFI replacement programme and as a result Balfour Beatty have effectively completely restructured and re-recruited to their 3<sup>rd</sup> party team. This has not affected their R&M activities, but has severely impacted on their 3<sup>rd</sup> party works.

They continue to say that 3<sup>rd</sup> party works are very important to them and they were due to complete their recruitment by Christmas with a view to catching up on outstanding works in the New Year. The most recent feedback is that the 3<sup>rd</sup> party quotations team will be up and running from 16 January 2017.

With regard to the future, officers plan to meet the new manager responsible for 3<sup>rd</sup> party works so we can move forward from this clearly unacceptable period.

## 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 (November)	Cumulative for 16/17	Variance
<b>Performance Measure</b>				
MPI Memorial inspections completed	5,000	107	<b>4802</b>	
<p>During November 107 memorial inspections were carried out this is a lower amount than in previous months as the yearly inspection plan has almost been completed. Inspections took place in Station Road Cemetery March, St Andrews Churchyard Whittlesey and Manea church yard. Out of the 107 inspections only 1 was identified as being unsafe and referred for action to the Council's contractor, ISS World.</p> <p>There were no inspections completed in December.</p>				

Description	Target 16/17	Achieved	Cumulative for 16/17	Variance
<b>Performance Measure</b>				
MPI Hours spent on active town patrol	4000	326	3296	
<p>Hours on patrol this in December were:</p> <p>Chatteris: 54 Whittlesey:62 March:88 Wisbech:112 Rural:10</p> <p>An overview of the types of work officers have been dealing with whilst out and about includes:</p>				



- Investigated 17 reported abandoned vehicles and 11 nuisance vehicles, 4 of which were removed by our contractor.
- 15 matters relating to anti-social behaviour. This includes additional patrols for monitoring areas following reports of ASB.
- 14 referrals to Highways and Circle Housing Colleagues.
- 24 site visits and actions for other colleagues in Assets, Planning, Housing options, Environmental Health and Refuse.
- 77 matters relating to cleansing. These include requests for additional litter picks, detritus, drug related litter, hygiene issues in our toilets, abandoned shopping trolleys, Request for road sweeper, broken glass, accumulations of waste, overflowing recycling banks and human excrement.
- 43 fly posters removed. These were advertising various festive events and activities.
- 4 general Street Scene enquiries.
- 40 matters relating to dogs. These include removing 13 dog fouling's, responding to complaints, additional patrols and monitoring, engaging with dog walkers and refreshing signs.

## Project

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

#### **Fly Tipping**

During December cleansing staff removed 99 instances of fly tipping. Broken down into locations;

Chatteris: 4  
 March: 10  
 Whittlesey: 5  
 Wisbech: 42  
 Villages: 38

Fly tipped items were mainly household waste.

Officers have visited 78 fly tipped and waste accumulation sites across the district to look at the type of waste dumped and to see if there is any evidence.

Officers have carried out 6 Business visits checking compliance for trade waste. No issues were found this month.

#### **Enforcement**

Other enforcement actions this month include;

- 9 Parking FPNs (4 parked over 2hrs, 3 parked on outside the marked bay & 1

- parked on double yellow lines and 1 on a market day)
- 1 FPN for Litter (Chatteris)
- 1 written warnings for fly tipping where there was insufficient evidence to pursue)
- 2 witness statements for an alleged fly tipping offence.

## Project

### Implement Public Space Protection Orders (PSPOs)

Consultation will take place during January in connection with the Council's current powers to control dog fouling and nuisance dogs.

Members may recall in 2012, following a comprehensive consultation, new powers re introduced to Fenland's open spaces in order to control nuisance dog issues such as dog fouling, loose dogs and dogs in children's play areas.

Following this consultation Dog Control Orders were introduced. However, the legal provisions to deal with these issues have now changed and therefore these powers need to be adopted again. This environmental issue remains a priority for our communities.

Formal consultation commenced on 4<sup>th</sup> January 2017 and concluded on 31<sup>st</sup> January 2017.

Public consultation will include; information about the proposals, online and paper surveys including face to face consultation with park users and dog walkers.

The following partners will also be consulted: Chief of Police and Police and Crime Commissioner, Social Landlords and Cambridgeshire County Council.

The consultation aims to raise awareness of this environmental issue and to set out what the protection orders mean including any amendments to current dog control order provisions and the penalty for breaching an order.

The proposals do not introduce major changes to the current provisions but merely update where changes to play areas or open spaces have occurred over the past 4 years.

The current provisions for dog control can be found here:

<http://www.fenland.gov.uk/intranet/article/10827/Dog-Control-Orders>

Results of the consultation and proposals for the new Public Space Protection Orders

will be presented to Cabinet in March and the new provisions will be implemented during early Spring.

## **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	Cumulative for 16/17	Variance
<b>Performance Measure</b>				
LPI CEL10 Number of Street Pride and Friends Of community environmental events supported	204	9	<b>163</b>	

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

As well as regular work parties, key promotional festive events took place:

- March Street Pride / In Bloom utilised marketing opportunities from festive events by having a stand at this year's Christmas Market.
- Wisbech Street Pride and Whittlesey in Bloom decorated Christmas trees at their local churches.
- Friends of March Railway Station and Whittlesey in Bloom held their annual Christmas Social evenings in December. This time of year is great for the volunteers to celebrate their hard work and mix socially.

## **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.

Waterlees in Bloom / Street Pride have worked closely with Orchards C of E Primary School to run a competition where the children designed the in bloom logo for the group. An assembly to present all those who submitted a design with a certificate is currently being organised.

In November volunteers from Waterlees in Bloom and Wisbech in Bloom joined parents, teachers and children to plant 400 saplings, provided by the Woodland Trust, on school grounds for the schools 'forest project.'

This event was an excellent example of two local voluntary groups working in partnership to encourage others to take pride in their community.

The Friends of March Railway Station (FOMRS) got in the festive mood in December by volunteering as helpers on a Santa Train organised by the Hereward Community Rail Partnership. The train travelled between Peterborough and Ely stopping at Manea, March and Whittlesey. The event was a great success, a number of people were spoken to and the profile of the partnership and FOMRS were raised.

## **Project**

### **Grounds Maintenance Contract Update**

Winter is a quiet time for grounds maintenance with essential hedge and shrub bed maintenance taking place. In addition our contractor, ISS World, is carrying out a number of tree works, including the removal of decayed trees that have been identified recently.

Preparation for the coming spring and summer season is well underway, with ISS confident of a well-managed season in the following months.

## **Project**

### **Whitemill Coldham / Glassmoor and Ransonmoor updates**

2 applications have been received this month to the Glassmoor Local Environment Fund. The bids from local organisations include a log cabin to facilitate increased

work with children and youth in the community and the creation of an imaginative play area made from recycled materials to provide learning opportunities around recycling and the environment. If the bids are deemed to meet the desired criteria by the committee of local volunteers, residents of Whittlesey and surrounding villages will benefit from £7,000 of grant funding.

Description	Baseline	Target 16/17	No of customers who responded April - December	No of customers satisfied April - December	% 16/17	Variance
LPI CEL13 % of those asked who are satisfied with horticultural / gardening services in FDC's open spaces	85%	82%	310	281	91%	

Customer satisfaction remains high with Fenland's open spaces. This reflects the considerable efforts that ISS has put into the area in the past three months. The past three months satisfaction has sat at 96%, compared with an average of 82% for the first part of the year.

## 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

Project
<p><b>Four Seasons Events</b></p> <p>December saw the delivery of two fantastic Christmas markets in both Wisbech and March.</p> <p>Thousands of residents turned out to enjoy the festive atmosphere.</p> <p>Both markets saw a record number of stall bookings which shows how the event is growing year on year and is supported by the community. We worked in partnership with the Police cadets to capture public feedback on the days.</p> <p>A total of 187 feedback forms were completed and 96% of those asked said the event was enjoyable and they would attend the event again in future years.</p>

### What do our customers say?

Description	Baseline	Target 16/17	No of customers who responded (April - December)	No of customers satisfied (April-December)	% 16/17	Variance
LPI CEL12 % of those asked who are satisfied with FDC's events	99%	90%	187	96		

Working in partnership with the Police cadets a total of 187 feedback forms were completed at the Christmas Markets. This makes feedback in total from 96% of those asked in December said they would attend the event again.

We have received positive comments such as:

*“Good mixture of stalls and attractions we have had a great day”*

*“Your promotion and organisation throughout the previous weeks meant there was a super footfall throughout the day”*

*“Congratulations to all involved it has been a great event thanks to the organisers for another fantastic event”*

**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 Number of incidents recorded by CCTV	1,500	190	<b>1752</b>	

During December 2016 the Council was able to respond and detect 190 incidents of crime and disorder, including anti social behaviour, making use of the Councils CCTV service across our four market towns in Fenland. This is an increase as compared to December 2015 in which 167 incidents were reported.

A breakdown of incidents by town:

- Chatteris = 3
- March = 32
- Whittlesey = 4
- Wisbech =151

Here is an example of one of the incidents detected by the Council's CCTV team.

At 16:30hrs on 25<sup>th</sup> December 2016, the CCTV team observes a vehicle being parked within the car park within the Old Market, Wisbech. The vehicle positioning is poor. The CCTV operator zooms in and observes the male driver drinking from an open can of alcohol. Police Control is informed and live images are provided.

One male was arrested for excess alcohol thereby helping to make Fenlands roads safer. The male driver was in excess of three times the legal drink drive limit.

Description	Target 16/17	Achieved	Cumulative for 16/17	Variance
<b>Performance Measure</b>				
MPI Number of positive outcomes as a result of CCTV intervention	250	57	<b>376</b>	

During December 2016 the Council was able to achieve 57 positive enforcement outcomes from incidents responded to or detected by use of CCTV. This is a big increase as compared to December 2015 in which 35 positive outcomes were achieved.

These included arrests and fines for burglary, drink driving, theft shoplifting and supporting local enforcement partners in tackling inconsiderate parking.

Positive outcomes achieved:

Arrests (CCTV led) = 8  
 Assisted arrests = 13  
 Fixed Penalty Notices (CCTV led) = 2  
 Assisted FPNs / warnings = 34

Description	Target 16/17	Achieved	Cumulative for 16/17	Variance
<b>Performance Measure</b>				
Number of incident reports shared by members of SIRCS <i>[Secure Incident Reporting and Community Engagement System]</i>	500	54	<b>420</b>	

During December 2016, members from SIRCS which includes representation from the four market towns in Fenland from retail, commercial and licensed trade submitted 54 incident reports for circulation.

The reports vary but include; 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 Number of FDC ASB cases where positive action is taken	90%	100% 4 cases	98% 48 cases	
Four new cases in November; 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>				
Number of Community Action Areas identified by Community Safety Partnership where positive action is taken	4	0	2	
Further work is planned throughout January. An update will therefore be provided in next month's report.				

<b>Partnership Activity</b>
<b>Community Safety Partnership</b>
<p>The Community Contact Point was piloted in 27 locations around Fenland throughout October, November and December 2016. These include the four market towns as well as various rural locations. The contact points were held in supermarkets, village halls and libraries and allowed the Police and Council to engage with the public with consistency throughout the trial period. We engaged with over 1000 people throughout fenland, 217 of who gave feedback via our online community safety survey at <a href="http://www.advicechain.co.uk">www.advicechain.co.uk</a></p> <p>96% of those who took part in the survey felt safe or very safe in the area that they live. The priorities for each area were decided using feedback from the surveys and the focus for Police over the next three months is speeding. The data also allowed us to drill down into specific areas of concern in relation to crime and anti-social behaviour. The public told us the most effective tool to communicate with them was social media such as Facebook and via local newspapers and newsletters which will aid us in promotion of future contact points.</p> <p>Throughout the trial period the partnership had support from the Police Cadets and the County Council's Community Protection team in engaging with people at the Christmas markets and rural contact points, we hope to work with local volunteer</p>

groups such as Neighbourhood watch to support the contact points in the next few months.

**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

##### **Diverse Communities Forum – Core Group Meeting**

The group looked at the DCF action plan and discussed any project that might need partner's assistance to ensure delivery, and updated the action plan as necessary.

The key focus for the meeting was the progress with regard the creation of bids for the Controlling migration fund and all proposals to date were discussed and agreed. These will be worked up and sent to the DCLG over an agreed timescale with them during the next few months.

##### **Migrant Impact Fund**

FDC have been in conversation with the CLG (Communities & Local Government) over several months regarding the development of the Controlling Migration Fund (CMF), as they have recognised the additional impact on service providers caused by the impacts of legal migration in this district. Following initial talks the undersecretary of state visited Fenland to assess the situation and look at some of the work being undertaken by the third sector to mitigate the impact of Central/ Eastern Europeans in the district. As a result of the visit, the CLG have seen for themselves our local needs and the need for interventions funded by successful bids to deal with particular local needs as opposed to more generic bids where funding success may not be secured where outcomes for communities cannot be identified.

Following our initial discussions with the CLG, and as a principle of good partnership working, members of the Fenland Diverse Communities Forum (DCF)

were approached. Information regarding the development of this proposed fund has been shared with them and this started a conversation over potential bids, the conversation was soon extended to local partners in both Housing and Education.

Following discussion with partners, we are well advanced in submitting our CMF bids to the CLG having outlined our proposals and seeking feedback before formally submitting these. Feedback has been received and our bids are being amended to reflect these suggestions. CLG will look at all bids submitted once a month and due to the length of discussion these should be drip fed to them as they can only look at a certain number of proposals each month. The Officer liaising with them is discussing each proposal on a case by case basis. Bids are in a different state of development and current status is made on each case below. Others are still being developed and consulted on.

An overview of the bids we will be submitting is itemised below; and have a Fenland focus to meet our local identified needs.

All bids will be presented by CLG Officers (no other option) to a Senior Civil Servant Board for consideration. To ensure that these Officers are aware of the unique problems facing FDC and partners in Fenland they will be visiting Fenland on the 1<sup>st</sup> February to see the issues we face.

1) Project to work with migrants who are homeless with the aim of reducing rough sleeping & preventing people from returning to the streets - FDC leading in conjunction with partners including links with the alcohol project.

This bid has been sent to the DCLG in a finalised format and we should receive feedback shortly.

2) Citizenship – Living & working in Fenland – information advice and guidance in a variety of formats to meet local issues at point of exit/ entry – delivery partner Rosmini Centre who are happy to expand this work with other districts/ cross county once the initial pilot has been developed and fine-tuned.

A full draft bid has been developed. However, we are meeting with Public Health and Partners in Peterborough to discuss the approach that we will take forward as Public Health has offered some Peterborough focused solutions as a pilot project.

3) Volunteer Community Translation Service & EAL (English Additional Language) provide a local translation service to enable access to services and recruit and train volunteers to support ongoing translation services – Rosmini Centre will probably lead on this - CLG may consider this as a small pilot project and then consider if this is a worthwhile programme.

A draft has been finalised and sent to partners to agree/ amend it is hoped that

this will be sent in January

4) Volunteer Mediation Project – to address low levels of ASB, Housing Street drinking etc. – FDC and CCC are working together on this linked to gaps in current Inclusion contract (Alcohol and drug services).

This is being discussed with partners and the CLG. It may result in 2 separate bids being sent. Discussions taking place in January.

5) Recovery Hub – Supporting homeless with accommodation and skill development – Ferry project, MIND, NHS and KLARS. The Ferry Project work closely with the DWP and all partners in Wisbech.

Final bid drafted and with partners to agree/ tweak if necessary

6) Night Shelter – helping to reduce homeless and ASB issues.  
Final bid drafted and with partners to agree/ tweak if necessary

7) HMO Enforcement – Regularise activity led by FDC & partners

Bid being reworked in light of revised Cabinet recommendation on Licensing.

8) Wisbech 2020 – lead by Corporate Director Gary Garford who is meeting with partners to consider e.g. Thomas Clarkson, partners in Wisbech 2020 (still being developed)

An Officer on behalf of the partnership has meet with the Chief Executive Officer of the Brooke Weston Trust and the Principal at Thomas Clarkson Academy. A bid is being developed to address the inequality around the resources diverted to meet the challenge of the new arrivals in the school, which in the opinion of the Principal is having an adverse impact on the achievement of the local indigenous students.

9) Work with business/ employers/ employment agencies – to address modern day slavery, exploitation etc. Developed by DCF. CLG keen to see this as a pilot in a small area so can evaluate. Working with Police & all members of the DCF to develop/ finalise a bid. This maybe an area to cut across with public health engagement with businesses. Bid development will continue in February.

10) Volunteer Community Transport Project – The project will recruit and train drivers and volunteers reflective of the communities who live in Wisbech to provide trips and advice around health & safety. Community buses are available and can be utilised at minimum costs.

Final bid drafted and with partners to agree/ tweak if necessary.

11) Waterlees Community Plan – local focus - actions are being developed to

address neighbourhood issues – all partners including CCC (still being developed)

Proposal awaited

12) Diverse Communities Fund – looking to develop a pot of money to pump prime DCF partners to develop cohesion events to support the local Tension Monitoring Group.

Initial thoughts shared with partners awaiting feedback from all.

13) Time Credits – Spice time credits are keen to develop their work to aid integration via volunteering – The Council have spoken to their lead officer and suggested that he looks at this as a County wide approach. He is considering this and if anything forwarded we circulate this with partners to consider.

Peterborough CC, who are working on behalf of CCC, are putting the bid together.

14) Rosmini are also looking at how the childcare project they have worked on with the East Cambs and Fenland Children and Young people's partnership can be developed and maintained through this fund.

Final draft has been drafted and with partners to agree/ tweak.

This is an open fund with no specific funding allocation being made to any area/ district. Bids can be made at any time, and will be considered on a bid by bid basis over the next three years

**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

Final amendments have been undertaken to the Fenland for Business website allowing the demo test site to be approved. Further testing and feedback has been completed ahead of the planned launch on 3 January 2017. A newly created Google Analytics account will enable monitoring of the site's performance and trend information from the go-live date.

The Serious Impact programme event was hosted by Allia on 8 December 2016 at The Boathouse in Wisbech. The programme offers support to entrepreneurs and business ventures across the Fenland area and following the event at The Boathouse, tenants - L8Datanet from Wisbech have been successfully admitted to the Serious Impact programme.

A further networking event, Link4Coffee will be held at The Boathouse on 20 January. This informal networking event has been promoted to over 800 Fenland businesses and will provide the opportunity to meet like-minded businesses to meet, discuss opportunities and understand what support is on offer.

## Project

### Business Ambassadors

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 project lead has begun engagement with FDC Service Managers to identify key officers within the service who engage directly with customers.

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 (Year end)	Achieved	Cumulative for 16/17	Variance
<b>Performance Measure (LPI BE5)</b>				
Number of Social Media followers	450	3	<b>483</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 December e-shots were prepared to promote Fenland as a great place to invest and do business, which will be sent to the UK Advisory Network, UK Department for Investment & Trade and commercial property agents in January 2017.

In addition, a case study has been prepared to demonstrate how 'open for business' Fenland is. The case study will be used on the new Fenland for Business website, sent to inward investment intermediaries and directly to prospective investors. Further information will follow when the case study is published in January 2017.

Description	Target 16/17 (Year end)	Achieved	Cumulative for 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**

### **LEP Engagement & Funding Activity**

Senior level liaison continues with the LEP to highlight the challenges in Fenland and the requirement for resource support.

Several projects for funding will be considered as part of the pending Growth Deal Round 3.

**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%	88%		

**South Fens Business Centre:**

Traditionally December is a quiet month for letting activity, despite this, active enquiries have been progressed. Following a viewing in November Heads of Terms have been issued to a new tenant, with a view to completion in early January 2017.

**Boathouse Business Centre:**

An options paper considering the future use of the space previously used as a Café was discussed by CMT and it has been agreed that we explore the market with commercial agents to market the space as a potential office / retail space, subject to obtaining the necessary planning permissions. Contact has been made with four local agents to gauge their interest.

We have had one viewing this month which was very positive; the customer viewed South Fens Business Centre as well, and is weighing up options in terms of best location. A second viewing is booked in with their regional director for the first week in January.

**South Fens Enterprise Park:**

Remains 100% occupied.

Current floor space occupied 7,637 m<sup>2</sup> out of 8,660 m<sup>2</sup>

South Fens Business Centre	67%
South Fens Enterprise Park	100%
Boathouse Business Centre	79%
Light Industrial Units	93%

### What do our customers say?

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		4	100%		

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

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

**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
<b>Nene Waterfront Project</b>
<p><b>Lot 3 development progress</b></p> <p>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.</p>

The first Market dwellings have been officially transferred to the developer and marketing of these properties has also now commenced. Local agents have been appointed to offer these houses for sale to provide well appointed, modern 2-3 bedroomed homes to the local housing market.

**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.

As a result, an options paper is being prepared for consideration by members in January / February 2017.

**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	Cumulative for 16/17	Variance
<b>Performance Measure</b>				
LPI EC7 % occupancy of Wisbech Yacht Harbour	97%	(95%) 81 Berths occupied	<b>94%</b>	

One vessel left during September and one new vessel joined keeping numbers the same as November. The open day of the New Cross keys marina took place in December, there was a lot of interest from potential new boaters in Wisbech as a mooring facility, the feedback was that berth holders prefer to have facilities on site like toilets, showers as well as the support services offered at Wisbech. A number of information packs were handed out on the day for Wisbech.

Description	Target 16/17	Achieved	Cumulative for 16/17	Variance
<b>Performance Measure</b>				
MPI Number of boat lift operations at Wisbech Port	290	17	<b>306</b>	
MPI Number of vessel lifts	150	8	<b>153</b>	
<p>Generally a quiet month in the boatyard. The majority of vessels have been lifted out of the water for winter now; the only vessels to be lifted throughout December were on and off of road transport. One wind farm vessel also was lifted for winter storage.</p>				

Description	Target 16/17	Achieved December	Cumulative to date	Variance
<b>Performance Measure</b>				
Total Number of ships to Nene ports	250	18	<b>170</b>	
Port Sutton Bridge Ship Numbers	210	15	<b>127</b>	
Gross Tonnage to Port Sutton Bridge GT	343,218	28,252	<b>253,532</b>	
Wisbech Ship Numbers	40	3	<b>40</b>	
Gross tonnage to Wisbech GT	77,686	9,000	<b>73,011</b>	

### Port Sutton Bridge

Monthly targets were exceeded; imports consisted of the regular trade of steel and salt. A new import of Furnace Bottom ash (FBA) consisting of 6,000GT this is a new cargo for the Whittlesey brick works to use in the production of building breeze blocks, this cargo is due to continue as there is a shortage of FBA in the UK following the decommissioning of some of the coal fuelled power station.

Scrap metal was also exported from Sutton Bridge for the first time; Officers have been advised that this will be an on-going cargo with the local scrap firm Goldstar metals, that will be an additional two ships or 6,000GT a month.

Port Sutton Bridge is now in talks with exporters of wood pulp to northern Europe with a trial shipment expected in Jan 17.

### Port of Wisbech

Timber import continued into Wisbech, Wisbech has now met its forecast of GT for 2016/17 with three months to go. Scrap metal was also exported in early Dec

## Project

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

Work is continuing in developing a marketing plan for the Yacht Harbour. This in conjunction with promoting the Sail the Wash scheme. This will be an independent project consisting of representation from FDC, LCC, WNBC, as well as Fosdyke yacht haven & Boston sailing club, to raise the profile of using the wash and its destinations.

## Project

### **Sutton Bridge Marina – Commercial & Leisure Moorings**

The construction of the Cross Keys Marina at Sutton Bridge is principally complete with the exception of the water connectivity works by Anglian Water which are programmed to commence mid-January 2017.

The dry side works are now being implemented by FDC on behalf of Lincolnshire County Council. This principally consists of an informal footpath along the top of the Environment Agency's flood bank, linking the Marina access to the designated user car park which will also have some minor improvements undertaken. The works are scheduled to commence early February 2017.

An open day for interested leisure users was held on 12<sup>th</sup> December in Sutton Bridge having been facilitated by Lincolnshire County Council. FDC officers attended the open day which proved to be a great success to provide both technical and operational advice to potential marina users.

The official opening date for the new facility has yet to be confirmed but is likely to be early March 2017.

**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 early 2017.

The refreshed document will include 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.

The Wisbech 2020 Vision Steering Group has now welcomed Anne Hill (Principal of Thomas Clarkson Academy) who is keen to work with local partners to improve educational attainment in Wisbech.

The further development of the Wisbech Garden Town idea, under the Wisbech 2020 programme, continues with high level engagement with key Government teams and partners along with continued work on key connectivity infrastructure (including rail and road) along with flood mitigation options.

**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.

**Project**

**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**

We have a rolling programme and commitment to working with education providers to 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	Cumulative for 16/17	Variance
<b>Performance Measure</b>				
LPI EC2 % of major planning applications determined in 13 weeks or within EOT agreed with applicant	75%	100%	<b>88.89%</b>	
<p><b>7 decisions, 7 within time</b> Performance is now easily exceeding this local set target. 4 of the applications related to residential development that were all approved for a total of 54 dwellings. Planning permission has also been given for a retail warehouse in Wisbech.</p>				

Description	Target 16/17	Achieved	Cumulative for 16/17	Variance
<b>Performance Measure</b>				
LPI EC3 % of minor planning applications determined in 8 weeks or within EOT agreed with applicant	80%	86,67%	<b>89.15%</b>	

**30 decisions, 26 within time**

Performance is easily exceeding the target. 14 of the applications related to the grant of planning permission for a total of 21 dwellings.

Description	Target 16/17	Achieved	Cumulative for 16/17	Variance
<b>Performance Measure</b>				
LPI EC4 % of other planning applications determined in 8 weeks or within EOT agreed with applicant	90%	100%	<b>96.70%</b>	

**36 decisions, 36 within time**

Very good performance from the team with 100% of applications being determined in time.

Description	Target 16/17	Achieved	Cumulative for 16/17	Variance
<b>Performance Measure</b>				
LPI EC1 Number of new affordable homes (annual figure)	75	3	110	

3 further homes completed in December on Gaul Road March through Sanctuary housing

**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

### Progress against Regeneration Action Plan

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 from the Regeneration Action Plan Team and headed up by the Council's Chief Executive.

The majority of projects are on track, with updates on specific schemes shown in the relevant sections of this report.

**Portfolio Holder:**

**Cllr Ralph Butcher & Cllr Will Sutton**

<b>Project</b>
<b>Facilitating the delivery of the Local Plan broad locations and specific locations for growth</b>
<b>East Wisbech</b> The Fenland Local Plan (2014) includes a strategic allocation for East Wisbech of around 900 new homes. There is also the possibility of a further 550 new homes in the Kings Lynn and West Norfolk area. The public consultation for the East Wisbech Broad Concept Plan commenced on 12 December 2016. A preview event for landowners and Councillors was held the week before the start of the consultation. The consultation closes on 9 <sup>th</sup> January 2017 and the results will be provided in a future update.
<b>Chatteris</b> BCP expected to be submitted in February.

**Portfolio Holder:**

**Cllr Ralph Butcher & Cllr David Oliver**

<b>Project</b>
<b>Support regeneration work across the district, including Fenland Renaissance project and Heritage Lottery Fund bid</b>
<b>Renaissance</b> A number of grants look set not be taken up and so a redistribution of the funds is under active consideration at this time.

**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
<b>Rail Development Strategy</b>
<b>Santa Train 2016</b> Following the success of the 2015 Santa Train, the event was repeated in December 2016. Like the previous year many people who are not railway users attended. 46 children received presents from Santa and around 250 mince pies were distributed to all passengers on the train.
<b>CRP Marketing &amp; Tourism Project</b> Win Marketing of Loughborough has been appointed to deliver a Marketing and Tourism project for the Hereward CRP by the end of March 2017. This will be part funded by the Designated Community Rail Development Fund (DCRDF). This is a government fund to assist Community Rail Partnerships. This project consists of developing a new marketing and tourism strategy for the CRP with a 3 year action plan. A Line Guide to promote the CRP will also be developed.

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 14,308 Journeys	1387	<b>13,781</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.				
• <b>What is Dial A Ride?</b>				

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).

## Project

### **Local Sustainable Transport Fund (LSTF) (dependent on ongoing funding):**

- Increase the number of people walking, cycling and using public transport

### **Access Fund**

We had been expecting the Government announcement about the projects which have been awarded funding during December 2016. We have now been advised that the announcement will be during the winter.

**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
<b>Support Strategic Transportation Objectives</b>
<b>A47</b> There is no specific update on this item this month.  The most up to date information about each scheme is added to the Highways England website. A link for which is below: <a href="http://www.highways.gov.uk/roads/road-projects/a47-corridor-improvement-programme/">http://www.highways.gov.uk/roads/road-projects/a47-corridor-improvement-programme/</a>

**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 early in 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	Cumulative for 16/17	Variance
<b>Performance Measure</b>				
LPI CS3 % of Council Tax collected	97.5%		84.63%	
LPI CS5 Council Tax - net receipts payable to the Collection Fund	£48,652,633		£41,444,230	

In year collection rates remain on target although collection fund targets have dropped behind slightly. The number of Final Notices produced this month is significantly higher than last month which should prompt payments that will redress the current shortfall.

In December we took the following recovery action in respect of Council Tax arrears:-  
 We sent 1,077 reminders for arrears of £150k (last December it was 1,482 for £177k)  
 We sent 665 final notices for £278k arrears (last December it was 319 for £129k)  
 As a result of revised court hearing dates this year, we did not send summonses during December as they would have arrived too close to Christmas.

Currently there are 707 items of work outstanding.

December saw the completion of training for 5 new team members who'll work across the Revenues team in ARP which will make a big difference. It will put additional pressure on experienced team members while they are settling in and building confidence, but it will assist with phone cover, allowing more flexibility within the team. The skill sharing on recovery is going very well and is identifying areas where processes can be amended to make the process more streamlines and time efficient for the staff.

Description	Target 16/17	Achieved (month)	Cumulative for 16/17	Variance
<b>Performance Measure</b>				
LPI CS4 % of NNDR collected	98.5%		82.76%	
LPI CS6 NNDR - net receipts payable to the Collection Fund	£27,526,071		£21,296,798	

The deficit on the collection fund target can be largely contributed to refunds on appeals. Two of these were for very large sums (£200,000 & £120,000) in relation to Dr's surgeries.

In December we took the following recovery action in respect of NNDR arrears:- No Reminders were sent, as they would have arrived at Christmas. They were sent on 4/1/17 instead.

We sent 14 final notices for £100k arrears (last December it was 75 for £405k) As a result of revised court hearing dates this year, we did not send summonses during December as they would have arrived too close to Christmas.

We currently have 227 items of correspondence outstanding.

We are continuing a rolling review of reliefs granted to ratepayers as well as rates in respect of empty properties. In January we are reviewing Small Business Rates Relief in advance of the changes to the scheme in April 2017, when NNDR for small businesses sees big changes that were announced by the Government in 2016, as below:-

- Businesses with a Rateable Value of £6,000 or under will see the temporary 100% relief that has applied for several years being made permanent.
- Businesses with a Rateable Value of between £6,001 and £12,000 will also see 100% relief apply, for these it is currently on a sliding scale.
- In both the above cases, the relief applies to a single property and any other additional properties provided that the Rateable Values of the additional properties do not have individual values of more than £2,599 and the combined value of all the properties is under £18,000. This effectively means that organisations with several properties such as national retail chains; will not qualify for this relief.

Description	Target 16/17	Achieved (month)	Cumulative for 16/17	Variance
<b>Performance Measure</b>				
LPI CS7 % of contact centre calls answered within 20 seconds	70% (profiled target 67%)	75.11%	<b>69.12%</b>	
LPI CS8 % of contact centre calls handled	90% (Profiled)	92.7%	<b>88.2%</b>	

target 87%)

The Contact Centre achieved its profiled targets (which increase as the year progresses) in December; we answered 75.11% of calls within 20 seconds (against a target at the end of December of 67%) and 92.7% of total calls handled (against a target at the end of December of 88.2%).

Of the 5,611 calls offered we answered 5,206 of these which was a slight increase in the volume of calls offered against December 2015, 3% (155).

Description	Target 16/17	Achieved	Cumulative for 16/17	Variance
<b>Performance Measure</b>				
LPI CS9 % customer queries resolved at first point of contact	85%	92.9%	<b>94.4%</b>	

The Customer Services team continue to deliver excellent customer service by meeting first point of contact targets.

Description	Target 16/17	Achieved	Cumulative for 16/17	Variance
<b>Performance Measure</b>				
LPI CS13 % of Customer Satisfaction for the shops	95%	98.5%	<b>96.2%</b>	
LPI CS11 % of Customer Satisfaction with the Contact Centre	95%	98%	<b>96%</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 6 months show that Customers are very satisfied with the service provided to them.

### 3Cs

3Cs category	Measure	1 Oct 16 – 31 Dec 16	1 Oct 15 – 31 Dec 15	% Change + / -
Compliments	Total number received (over given period)	25	6	+316%
Comments	Total number received (over given period)	20	46	-56%
Correspondence	Total number received (over given period)	54	82	-34%
Complaints	Total number received	76	98	-22%

	(over given period)			
Total contact (over given period)		175	232	-25%

<b>Project</b>
<b>News Survey</b>
<p><b>Monthly update on news stories to the FDC website &amp; social media sites</b></p> <p><b><u>December 2016</u></b>  The number of news stories added to the FDC website and distributed as press releases to local media in December = 8</p> <p>Highlights included:</p> <ul style="list-style-type: none"> <li>• Devolution Deal to be set in motion</li> <li>• Help shape the development of East Wisbech</li> <li>• Council Tax Support will stay the same next year</li> <li>• Christmas &amp; New Year opening times</li> <li>• Chairman's Christmas shift with Royal Mail</li> <li>• Season's greetings to one and all</li> </ul> <p>The number of social media updates added to the FDC Facebook and twitter accounts;</p> <p>Facebook = 42  Twitter = 68</p> <p>We currently have 970 likes on Facebook and 7,422 followers on twitter.</p> <p><b><u>January 2017</u></b>  The number of news stories added to the FDC website and distributed as press releases to local media in January = 13</p> <p>Highlights included:</p> <ul style="list-style-type: none"> <li>• Have your say on March proposed Neighbourhood plan.</li> <li>• Flood alert issued for the River Nene</li> <li>• Wanted: new recruits for twinning association</li> <li>• New legislation requires changes to dog controls</li> <li>• Alternatives to Selective Licensing to be explored</li> <li>• New app launched to help leisure centre customers</li> </ul> <p>The number of social media updates added to the FDC Facebook and twitter</p>

accounts;

Facebook = 34

Twitter = 110

We currently have 990 likes on Facebook and 7,456 followers on twitter.

## **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**

#### **Waterlees Village Ward of Wisbech Town Council By-Election**

On the 8 December 2016 the Council successfully delivered the Waterlees Village Ward of Wisbech Town Council By-Election.

The Waterlees Village Ward had an eligible electorate of 3,925 of which 481 were issued with postal votes.

The overall voter turnout was 16.74% and Billy Rackley was elected to this ward of the Town Council.

## BUSINESS PLAN AREA: Quality Organisation

**Business Plan Priority:** Transformation & Efficiency

**Business Plan Action:** *Continue to embrace innovation and new ways of working to transform the Council and find savings, supported by an appropriate IT Strategy. Where a strong business case exists pursue shared services, joint working arrangements and collaborations with other key service providers, ensuring robust performance management arrangements are in place. This will ensure we are a stable and sustainable organisation and will support the delivery of the Council's Comprehensive Spending Review Programme*

**Portfolio Holder:** All

### Project

#### CSR Projects Update

#### Garden Waste (brown bin) Project

**Website;** A series of web pages were launched on the garden waste service on 1 December 2016. These allow you to sign up by direct debit online (annual or 3 instalment direct debit option). This is the first part of the website development, with the second part going live on 10 January 2016 (cash and debit card payments).

The webpages have been developed using our Channel Shift principles that allow the customer to self-serve and the web pages integrate directly with our back office software (Bartec and capita)

**Communications plan;** A detailed communications plan has been implemented to ensure all Fenland residents are aware of the new service and how they can sign up, including:

- Bin calendar detailing the new service delivered to all residents
- Vehicle livery - 'early bird' sign up offer in all our bin lorries
- Posters and leaflets in all our FDC outlets; including the shops/hubs/ leisure centres
- Newspaper adverts:
  1. Fenland Citizen - 7 December and 28 December
  2. Cambs Times / Wisbech Standard - 2 December and 30 December

3. Discovering March and Whittlesey - Advert in both editions between Xmas and New Year

- Adverts in town / parish newsletters
- Programme of social media adverts; including paid advertising on facebook
- News stories in the local newspapers and on our FDC website

The next stage of the communications plan will include marketing on cash and debit card payments from 10 January 2017.

Description	Target 16/17	Achieved	Cumulative for 16/17	Variance
<b>Performance Measure</b>				
LPI PC1 Number of visits to the FDC website	424,996	45,230	349,041	+10%

**Project**

**Channel Shift**

In 2016, over 15,300 online forms were completed on our website. This has successfully supported the switch-off of the Customer Access CRM system and enabled customers to access Council services at a time that suits them. We have also continued to increase the number of forms that are available on the website. As of January 2017, this stands at 50.

The general website experience has also improved for customers, in part due to revised content. This has been recognised by an external body: Socitm, a national website evaluating organisation. This gave Fenland District Council 2 stars (out of a possible 4) which is an improvement on the previous year. This is a fantastic result given the relatively low cost of our website compared to other organisations. Most importantly, we scored above the average in district councils in the majority of areas they judged.

**Project**

**Cambridgeshire and Peterborough Shadow Combined Authority Update**

The Cambridgeshire and Peterborough Shadow Combined Authority comprises the

Leaders of the seven local authorities within the Cambridgeshire and Peterborough area, as well as the Chairman of the Greater Cambridge Greater Cambridge Enterprise Partnership (GCGP EP).

The Shadow Combined Authority has met monthly since December 2016 to discuss and progress the Cambridgeshire and Peterborough devolution deal and establish the Combined Authority.

The Board is currently in shadow form as the Order to create the Combined Authority has not yet been agreed by Parliament. However, the order is due to be laid before Parliament on 21<sup>st</sup> February and hopefully signed on 13 March 2017. If agreed, the Combined Authority proper will come into being the following day.

The agendas and minutes of the Shadow Combined Authority Meetings are currently hosted on the Cambridgeshire County Council website with the relevant links also being published on each partner's website (please [click here](#) to access the meeting documents of the last Shadow Combined Authority Meeting held on 31 January 2017).

The Council Leaders and GCGP EP Chairman all have Portfolio Holder responsibilities. Cllr John Clark is the Portfolio Holder for Business Support and is working closely with the GCGP EP and other councils to help bolster support for existing business as well as encouraging new businesses to locate and grow in the local area.

The next meeting of the Shadow Combined Authority will take place on Wednesday 22 February at Pathfinder House in Huntingdon. The link to the agenda for this public meeting will be circulated to all members in due course.

**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**

<b>Business Activity</b>
<b>Meet Equality Act Requirements</b>
<b>Equality Service Champions meeting</b> One of the features of these meetings is to deliver ongoing training to all of the



Service Equality Champions regarding all the protected characteristics (traits) under the Equality Act 2010.

**The Equality Act 2010 makes it unlawful to discriminate against people with a 'protected characteristic' (previously known as equality strands / grounds)**

The protected characteristics are as follows:

- **Age:** The Act protects people of all ages. The age specific protections have not yet been fully implemented and age is still the only protected characteristic by which direct or indirect discrimination can be justified (if it can be argued that treating someone differently because of their age is meeting a legitimate aim).
- **Disability:** The Act applies to a range of people that have a condition (physical or mental) which has a significant and long-term adverse effect on their ability to carry out 'normal' day-to-day activities. This protection also applies to people that have been diagnosed with a progressive illness such as HIV or cancer.
- **Gender Reassignment:** The definition of gender reassignment has been expanded to include people who chose to live in the opposite gender to the gender assigned to them at birth by removing the previously legal requirement for them to undergo medical supervision.
- **Pregnancy and Maternity (including breastfeeding mothers):** A woman is protected against discrimination on the grounds of pregnancy and maternity. With regard to employment, the woman is protected during the period of her pregnancy and any statutory maternity leave to which she is entitled. Also, it is unlawful to discriminate against women breastfeeding in a public place.
- **Marriage and Civil Partnership:** The Act protects employees who are married or in a civil partnership against discrimination. Single people are not protected.
- **Race:** This includes colour, ethnic / national origin or nationality.
- **Religion or belief:** The Act covers any religion, religious or non-religious beliefs. Also includes philosophical belief or non-belief. To be protected, a belief must satisfy various criteria, including that it is a weighty and substantial aspect of human life and behaviour. Denominations or sects within a religion can be considered a protected religion or religious belief.
- **Sex:** Previously referred to as gender. Applies to male or female.
- **Sexual Orientation:** The Act protects lesbian, gay, bi-sexual and heterosexual people

The meeting discussed aspects that need to be considered when completing the Customer Impact Assessment element around lesbian, Gay, Bi-sexual and Transgender, and what aspects of this we have to consider in the delivery of our services. This included aspects around consultation.

The meeting then covered updates from all services on where they are at in complying with our equality duty, and advice and guidance given on any issue including the progress of completing Customer (Equality) Impact Assessments,

together with a case study of who we approached updating/ refreshing the assessments in one of our services.

The case study shared the template that been had used for the Assets and Projects Equalities Workshop, together with explanatory notes on 1 side of A4 that had been provided from previous meetings. All those attending the workshop had been given a copy of this to provide them with more contexts.

This workshop had held developed both the teams understanding of equality and diversity issues, together with the work the Council needs to do to ensure compliance with our legislative responsibilities, as well as developing both comprehensive and robust assessments.

Coaching on any aspect identified in the meeting was offered to all and anyone needing this can arrange a 1-2-1 session to do this.

**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**

## Project

### **Corporate Asset Management Plan update and asset audit**

The Council's Asset Management Plan 2017-20 (AMP 2017-20) was formally endorsed by Cabinet and adopted by Council on the 15 December. The AMP 2017-20 is intended to provide the framework for decision-making across the Council's property asset estate and will help to shape delivery of resources at the heart of the Council's current and future offer to customers.

The AMP 2017-20 sets out the 9 Strategic Asset Management Priorities of the Council and the accompanying Action Plan creates a framework for Officers to manage, allocate resources and monitor timescales to ensure timely delivery of the Actions and improve the Council's asset management approach.

<b>Project</b>
<b>Wisbech Port Estate Review</b>
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.

**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

<b>Project</b>
<b>Learning &amp; Development</b>
<p>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.</p> <p>The IIP Assessor recognised this:</p> <p>"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."</p>

## **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>
17 New complaints received 27 Closed 1 Noticed served (\$215 notice) 0 cases complied with

**Portfolio Holder:** Cllr Mike Cornwell

<b>Project</b>
<b>Business training and information support</b>
During December business visits were undertaken in order to support businesses to submit reapplications for their annual licenses. These were for; 2 animal boarding premises, a pet shop licence, and a premises licence to sell alcohol.  In addition 10 delegates attended a food hygiene level 2 course. Tis course assists businesses to comply with food hygiene training requirements.