

AGENDA

CABINET

THURSDAY, 19 MARCH 2020

4.00 PM

**COUNCIL CHAMBER, FENLAND HALL,
COUNTY ROAD, MARCH**

Committee Officer: Linda Albon
Tel: 01354 622229
e-mail: memberservices@fenland.gov.uk

1 To receive apologies for absence

2 Previous Minutes (Pages 3 - 6)

To confirm and sign the public minutes of 20 February 2020.

3 To receive members' declaration of any interests under the Local Code of Conduct or any interest under the Code of Conduct on Planning Matters in respect of any item to be discussed at the meeting

4 To report additional items for consideration which the Chairman deems urgent by virtue of the special circumstances to be now specified

5 March Area Transport Study (Pages 7 - 26)

To note progress on the March Area Transport Study, comment on the emerging outcomes and approve them for consultation with the public. To note that this consultation will also include two schemes from the March Railway Station Masterplan Programme - the platform 1 building and additional car park proposals.

6 Parson Drove Neighbourhood Plan (Pages 27 - 54)



The Government Standard

To recommend to Council the formal adoption of the Parson Drove Neighbourhood Plan as a part of the Development Plan for Fenland.

7 My Fenland (Pages 55 - 66)

The purpose of this report is to provide Cabinet with an update on progress relating to the My Fenland Transformation Programme.

8 Draft 6 Month Cabinet Forward Plan (Pages 67 - 68)

For information purposes.

9 Items which the Chairman has under item 3 deemed urgent

CONFIDENTIAL - ITEMS COMPRISING EXEMPT INFORMATION

To exclude the public (including the press) from a meeting of a committee it is necessary for the following proposition to be moved and adopted: "that the public be excluded from the meeting for Items which involve the likely disclosure of exempt information as defined in the paragraphs 1, 3 and 5 of Part I of Schedule 12A of the Local Government Act 1972 (as amended) as indicated."

10 Restricted Minutes - Confidential Item (Pages 69 - 74)

To confirm and sign the restricted minutes of the meeting 20 February 2020.

Wednesday, 11 March 2020

Members: Councillor C Boden (Chairman), Councillor Mrs J French (Vice-Chairman), Councillor I Benney, Councillor S Clark, Councillor Miss S Hoy, Councillor Mrs D Laws, Councillor P Murphy, Councillor C Seaton, Councillor S Tierney and Councillor S Wallwork

CABINET

THURSDAY, 20 FEBRUARY 2020 - 2.00 PM



PRESENT: Councillor C Boden (Chairman), Councillor Mrs J French (Vice-Chairman), Councillor I Benney, Councillor Miss S Hoy, Councillor Mrs D Laws, Councillor P Murphy, Councillor C Seaton, Councillor S Tierney and Councillor S Wallwork

APOLOGIES: Councillor S Clark

OBSERVING: Councillor A Miscandlon (arrived at 14.10 and left before the Confidential Agenda Item CAB24/19)

CAB16/19 PREVIOUS MINUTES

The minutes of the meetings of 9 January 2020 and 16 January 2020 were confirmed and signed.

CAB17/19 BUSINESS PLAN

Members considered the Final Business Plan 2020/21 report presented by Councillor Boden.

Cabinet AGREED to recommend that Council approve the Final Business Plan 2020-21

CAB18/19 PARISH COUNCIL STREET LIGHTING UPDATE

Members considered the Parish Street Lighting Update report presented by Councillor Boden.

Councillor Boden advised he had some amendments to put forward and circulated two additional recommendations to add to the existing recommendations, namely:

- 3.1.1 Between the 12 Parishes, there are significant differences in the ratio of the existing level of concurrent grant and the number of Parish streetlights. To help redress those differences, the figure to be used as the existing concurrent grant for the calculation in paragraph 3.1 shall, if it produces a higher figure, be substituted by forty times the number of parish streetlights in the Parish.
- 3.2.1 Between the 12 Parishes, there are significant differences in the ratio of the existing level of concurrent grant and the number of Parish streetlights. To help redress those differences, the figure to be used as the existing concurrent grant for the calculation in paragraph 3.2 shall, if it produces a higher figure, be substituted by forty times the number of parish streetlights in the Parish.

Members agreed the additional recommendations.

Councillor Boden advised that these additional recommendations would address the imbalance that had previously existed. It would ensure some contribution would be made towards the revenue and capital sides of the parishes' liabilities as long as they each agreed it could be accepted in full and final settlement of the dispute that has existed between the parishes and FDC. If they do not accept, then they will not receive the money on offer. Once the amendment is taken into account, what is being offered to the parishes in total, if they all take it up, is a one-off payment of £206,037

and a new annual payment to be made to them of £18,314. It is a generous offer but reflects the unfairness which has existed and seems to be a reasonable compromise.

Councillor Mrs French asked if that would then be the end of the matter. Councillor Boden replied that it depends on how many parishes take up the offer. If some accept it, then it would not be right for others to campaign for more. However, he understands that some parishes have already said they will take up the offer.

Cabinet AGREED to endorse all financial measures and recommendations put forward by the Leader of the Council outlined in paragraphs 3.1 to 3.6 of the report, with the inclusion of two additional recommendations at 3.1.1 and 3.2.1.

CAB19/19 CORPORATE BUDGET 2020/21 & MTFS

Members considered the Corporate Budget 2020/21 report presented by Councillor Boden.

Cabinet AGREED to approve the revised General Fund Budget and Capital Programme for 2019/20 and to recommend that Council approve:

- (i) the General Fund revenue budget for 2020/21;
- (ii) the adoption of the Medium Term Financial Strategy;
- (iii) the Capital Programme and funding statement;
- (iv) the Treasury Management Strategy Statement, Capital Strategy, Minimum Revenue Provision, Treasury Investment Strategy, Prudential and Treasury Indicators for 2020/21;
- (v) the Band D Council Tax level for Fenland District Council services for 2020/21 be set at £260.46, which is no increase on the current year.

CAB20/19 SOUTH FENS ENTERPRISE PARK DEVELOPMENT PROPOSALS

Members considered the South Fens Enterprise Park Development proposals report presented by Councillor Benney.

Councillor Murphy asked that when further units are built could they be built larger than the existing incubator units. They are ideal for new businesses as a start but as they grow the units become too small for their needs so they then move out of Chatteris. Councillor Benney advised that is something that he is aware of and has had discussions with the Economic Growth Team regarding the provision of larger units for growing businesses to keep them within Fenland.

Councillor Seaton said that this is another excellent example of how Fenland District Council benefits from being part of the CPC.

Cabinet AGREED to approve:

- the allocation of capital resources totalling £1,150,000, to include the authorisation to potentially borrow a capital sum of £1,000,000 and the contribution of land value in the sum of £150,000;
- the acceptance of the CPC Growth Deal grant and authorise Officers to undertake the necessary work to satisfy the requirements of the CPC grant agreement;
- delegated authority to the Head of Economic Growth & Assets, the Chief Executive, Corporate Director and Chief Finance Officer, in consultation with Leader of the Council and Portfolio Holder for Economic Growth to undertake all actions to satisfy the requirements of the 'gateway' proposals as set out within the report;

and subject to satisfying the requirements of the 'gateway proposals' namely meeting viability criterial and securing full planning permission,

Cabinet AGREED to approve:

- delegated authority to the Head of Economic Growth & Assets, the Chief Executive, Corporate Director and Chief Finance Officer, in consultation with Leader of the Council and Portfolio Holder for Economic Growth, to proceed with development and delivery of SFEPE project, including the application of FDC's match funding contribution and the drawdown of the CPCA Growth Deal grant.

CAB21/19 INVESTMENT BOARD TERMS OF REFERENCE

Members considered the updated Investment Board Terms of Reference presented by Councillor Boden and following feedback from Overview & Scrutiny.

Councillor Boden said that the proposal is that if there are only two voting members of the Investment Board present, and in the less likely occurrence that they disagree, then the item will not go through. He said this is a highly theoretical situation but the rules now state what the procedures will be.

Councillor Hoy queried the wording in paragraph 1.2.2. of the Terms of Reference where it states "The Investment Board will comprise a maximum of two Cabinet Members...", and wondered if the third is a non-executive member, when she understood the board would be made up of three Cabinet Members. Councillor Boden said that it is a maximum of two Cabinet Members, but not including the Leader who is also a Cabinet Member. Councillor Hoy said this was ambiguous and felt it could be written more clearly.

Councillor Boden said that although he felt it was written correctly, he agreed it was important to get it right and to have it written legally in an unambiguous way. Councillor Tierney suggested the sentence be rewritten as follows: "The Investment Board will comprise two Cabinet Members in addition to the Leader (one of whom should be the portfolio holder for finance if that position is not held by the Leader), who will determine their appointment annually".

Members agreed for the amendment to be made for the point of clarity.

Cabinet AGREED the updated terms of reference for the Investment Board at Appendix 1 of the report.

CAB22/19 DRAFT 6 MONTH CABINET FORWARD PLAN

Councillor Boden presented the Cabinet Forward Plan for information.

CAB23/19 RESTRICTED MINUTES - CONFIDENTIAL ITEM

The confidential minutes of 16 January 2020 were confirmed and signed.

CAB24/19 24 HIGH STREET, WISBECH - CONFIDENTIAL ITEM

Members considered the confidential 24 High Street, Wisbech report presented by Councillor Boden.

Cabinet AGREED to proceed with Option B and the subsequent recommendations within the confidential report.

(Members resolved to exclude the public from this meeting for this item of business on the grounds that it involved the disclosure of exempt information as defined in Paragraphs 1, 3 and 5 of Part 1 of Schedule 12A of the Local Government Act 1972)

2.38 pm Chairman

Agenda Item No:	5	 Fenland CAMBRIDGESHIRE
Committee:	Cabinet	
Date:	19 March 2020	
Report Title:	March Area Transport Study Progress Report including March Railway Station Masterplan Projects	

1 Purpose / Summary

To note progress on the March Area Transport Study, comment on the emerging outcomes and approve them for consultation with the public. To note that this consultation will also include two schemes from the March Railway Station Masterplan Programme - the platform 1 building and additional car park proposals

2 Key issues

March Area Transport Study

- The aim of the March Area Transport study is to identify potential transport interventions in March to address existing capacity and safety problems whilst mitigating for future growth in the demand for travel resulting from increases in housing and employment opportunities identified in the Fenland Local Plan that was adopted in May 2014.
- The Cambridgeshire and Peterborough Combined Authority (CPCA) approved funding in October 2017 (£100k) and March 2018 (£1million) for the March Area Transport Study, formally known as the March Junctions Package. The funding is for feasibility study and option testing work.
- The feasibility study work has assessed the existing transport situation within March. Future growth scenarios have also been tested using traffic modelling to identify transport schemes that will be needed.
- Strategic assessments considered larger options to determine at an early stage if they would be value for money in accordance with Central Government Guidance. Strategic traffic modelling supported the assumptions of this assessment work.
- Operational assessments were modelling in detail using micro simulation traffic modelling to understand how specific schemes might operate in future. Schemes were tested using future years of 2026 and 2031 linking with the current adopted Local Plan
- A packaging assessment then considered the best performing schemes from the operational and strategic assessments. This packaging considered different combinations of the individual schemes, alongside high level construction costs and economic appraisals.
- All packages serve to mitigate the impact of Local Plan growth to varying degrees and all perform well

March Station Masterplan Project

- March Station Masterplan is a high level programme of schemes aimed at the regeneration of March railway station. This Masterplan is part of a wider programme that also includes railway station masterplans for Manea and Whittlesea railway stations.
- The Cambridgeshire and Peterborough Combined Authority (CPCA) approved funding in October 2017 (£500k) and March 2018 (£9.5 million over 3 year). The funding being for feasibility study work and scheme implementation for Manea, March and Whittlesea railway stations.
- The March Railway Station masterplan includes projects for additional car parking and the re-design of the platform 1 building to improve customer facilities.
- Fenland District Council is working in partnership with the train company Greater Anglia and their consultants Invuu. Options have been developed for both projects and we are now seeking the views of the local community so that both schemes can be fully implemented.

Public Consultation

- The next stage of the process is to seek the views of the local community on the March Area Transport Study and the two March Railway Station Masterplan projects.
- Councillors are therefore asked to note the progress with the studies to date including outcomes and approve these outcomes for the purpose of consultation with the public.

3 Recommendations

It is recommended that Cabinet:

- Note and comment on the emerging outcomes of the March Area Transport Study
- Note and comment on the emerging options for the March Railway Station Masterplan options
- Approve the study outcomes for consultation with the public

Wards Affected	All March Wards
Forward Plan Reference	
Portfolio Holder(s)	Cllr Chris Seaton, Portfolio Holder for Transport
Report Originator(s)	Wendy Otter, Transport Development Manager
Contact Officer(s)	Wendy Otter, Transport Development Manager Belinda Pedler, Senior Transport Officer

Background Paper(s)	<p>March Area Transport Study background paper and appendix</p> <p>The following March Area Transport Study documents are available on the County Council website from the link below:</p> <ul style="list-style-type: none">• Existing Conditions and Data Collection Report• Sustainable Travel Report• SATURN Model Validation Report• VISSIM Model Validation Report• Forecasting Report• Options Assessment Report <p>https://www.cambridgeshire.gov.uk/residents/travel-roads-and-parking/transport-funding-bids-and-studies/march-transport-study</p>
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4 Background / introduction

- 4.1 The original March Area Transport Study (2011) and the March Market Town Transport Strategy (2013) identified a number of transport interventions that were needed to address existing congestion problems and provide capacity for housing and employment growth identified in the Fenland Local Plan for March. Although these pinch points were identified in previous studies, no schemes were devised to address the problems.
- 4.2 The Cambridgeshire and Peterborough Combined Authority (CPCA) presented a paper at its board meeting on 28th March 2018 that set out spending on transport during the period 2018-20.
- 4.3 The March Junctions Improvement Package was one of the transport schemes identified in the pipeline of schemes and was allocated £100k in October 2017 and a further £1m in March 2018 for a feasibility study with responsibility for leading and delivering the study delegated to Cambridgeshire County Council (CCC). CCC subsequently appointed Skanska as its consultant support for the study through its Highways Services Contract and the study was renamed as the March Area Transport Study (MATS).
- 4.4 In addition, and following approval from Economy and Environment Committee in July 2018, a Member Steering Group (MSG) was established to ensure Local Member involvement throughout the study. This has met twelve times to date and has successfully guided the study throughout its development.
- 4.5 The study has examined a wide range of options developed from officer led workshops and subsequently reviewed by the MSG. These options were assessed using bespoke transport models at a higher strategic and more detailed operational level. Study outcomes are now detailed in the Options Assessment Report. The Executive Summary of this report is included as Appendix A.

5 Considerations

- 5.1 At the outset of the study and after discussions with the CPCA and the MSG, the study was extended to cover all transport modes and the consideration of small, medium and large interventions relating to those junctions initially identified. MATS has identified various packages of interventions, some of which have been progressed to feasibility design with the further objective of ensuring these schemes would be ready for further development if and when any funding opportunities arise. None of the schemes assessed prejudice options for reinstating the March – Wisbech rail line, a separate CPCA funded project.
- 5.2 A variety of smaller scale Quick Win (QW) schemes were identified early on after discussions between officers and Members, and these have progressed separately from the main study. These quick win schemes comprise various small scale measures such as signal improvements at junctions, better lighting and improvements for pedestrians and cyclists through new and upgraded crossings and pavements. A full list of these Quick Win measures is included at Appendix B.
- 5.3 The first of these QW schemes to be delivered (QW 20 in May 2019) involved re-timing the traffic signals on the B1101 through March to take account of present day traffic flows. Signal timings for weekday and Saturday peak hours were changed and anecdotal evidence suggests improvements were made to traffic flow and delay as a result. Other QW schemes are being progressed through to detailed design with associated target construction costs and these are due at different times this year. QW 21 and 23, completing footways on Norwood Ave and Hundred Rd respectively already have target construction costs and discussions with the CPCA regarding funding for delivery have commenced. Funding discussions for the remaining QW schemes will take place throughout the coming months.

- 5.4 In parallel to the MATS project, Fenland District Council has developed a proposal for the Future High Street Fund (FHSF) to fundamentally change the way in which March functions as a Town Centre. This includes improvements in Broad Street which will improve pedestrian flow and footfall, changes to densification in use which will support a 24-hour economy and support resilience, and public realm improvements which will open up underused and derelict areas for commercial development.
- 5.5 The purpose of this investment is to arrest the decline in March Town Centre and enable the area to make the most of its untapped potential. This opportunity for funding has presented itself at an opportune time for March as it builds on the recently adopted Growing Fenland Strategy for the development of Fenlands towns and has linked closely with the development of the MATS.
- 5.6 There has been regular dialogue between the two projects to ensure that any proposals considered within this study for the Town Centre, and particularly Broad Street, are consistent with the FHSF aspirations.
- 5.7 The MATS Options Assessment Report, which is the key output from this stage of work, summarises and sets out the findings of the main study. Schemes were assessed in three phases, with each phase informing the next; a strategic assessment phase, an operational assessment phase and a scheme packaging phase (Figure 1).



Figure 1 – MATS Assessment Process

Strategic Assessment

- 5.8 The strategic assessment considered larger options to determine at an early stage if they were likely to offer good value for money in accordance with Central Government Transport Analysis Guidance (TAG), the standard assessment framework, and rule out those that did not. Those options that were indicated to offer good value for money were then progressed to the Operational Assessment. To enable this economic assessment process, a strategic MATS SATURN model was built for the study and was used to calculate the benefits of each option, both in the present year and in future years, factoring in planned growth.
- 5.9 Currently, traffic in March experiences congestion and delays predominantly at the Broad St / Station Rd and High St / St Peters Rd junctions during weekday peak hours. Traffic levels are forecast to increase by up to 20% in peak hours by 2031 according to growth forecasts based on the Fenland Local Plan. Under these assumptions congestion is forecast to increase most significantly at the following five junctions if nothing is done to mitigate this growth (Figure 2):

- A141 / Hostmoor Ave
- A141 / Wisbeach Rd (Peas Hill roundabout)
- B1101 Station Rd / Broad St
- B1101 High St / St Peter's Rd
- A141 / Gaul Rd

5.10 The schemes assessed in the MATS aimed to address problems at these junctions, as well as inform and support Local Plan development sites. The larger strategic schemes that were also considered included:

- A141 re-alignment options (a number of options bypassing the current alignment of the A141)
- the March Northern Industrial Link Road (a number of different alternative alignments)
- new river crossings - both within March town centre and as part of a wider Eastern bypass to the town

5.11 Assessment of A141 re-alignment options concluded that none of the options offered value for money alongside significant deliverability issues. The options that were therefore taken further in the study were online A141 junction improvements at Twenty Foot Rd (to the north of March), Hostmoor Ave and Peas Hill roundabout. The study concluded that re-timing the recently installed traffic signals at Gaul Rd would accommodate future traffic growth at that junction.

5.12 Assessment of the March Northern Industrial Link Road (NILR) concluded that the alignment identified in the March Market Town Transport Strategy remained the best alignment as it offers the best value for money due to the relatively low cost and high transfer of trips from alternative routes. However, this alignment runs past Whitemoor Prison and Network Rail's Whitemoor Maintenance Yard and could therefore be a complex time consuming scheme to deliver.

5.13 Of the eastern bypass options around March, none were found to offer value for money due to their very high construction costs when compared to the relatively low number of vehicles that would use them. However, reasonable benefits were obtained for potential new river crossings closer to the existing town centre bridge as these provided alternative routes for the higher numbers of vehicles that currently use the town bridge, as well as those additional trips forecasted as a result of future growth. The area identified to offer the highest potential user benefits was assessed to be that to the west of the current High Street/Broad Street river crossing. However, further development work would be required to assess the feasibility of this route in more detail.

Operational Assessment

5.14 The operational assessment provided more detailed information about how options performed. This assessment included building on the strategic SATURN model assessment, using a more focussed and specific model, a PTV micro-simulation model, named VISSIM. As with the SATURN model, this was developed specifically for use in the MATS, and looks at present year traffic flows as well as assessing the situation when planned growth is factored in, for the future years of 2026 and 2031.

5.15 Schemes that progressed to the operational assessment are shown in Figure 3 and are:

- A141 / Twenty Foot Rd – introduce traffic signals
- A141 / Hostmoor Ave – test developer funded roundabout
- A141 / Wisbech Rd (Peas Hill roundabout) – re-design existing roundabout

- March NILR – new link road
- B1101 High St / St Peters Rd – re-design traffic signals
- March town centre packages (discussed in more detail below).

5.16 Three **March town centre options** were tested which focussed on the area around the Broad St / Station Rd junction in the centre of town. **Town Centre Option 1 (TC1)** (Figure 4) included an upgrade to the traffic signals at Broad St / Station Rd comprising banning the under-used westbound ahead movement along Station Rd and replacing it with a gyratory around Broad St. This option reduced delays to traffic over the existing junction but required re-positioning March Fountain to accommodate the new traffic signals. This option did not permit any reallocation of road-space for public realm improvements and as a result of this and concerns about the safety of heavy goods vehicles u-turning at the southern end of Broad St it was not considered a viable option and rejected at the Operational Assessment stage.

5.17 **Town Centre Option 2 (TC2)** (Figure 5) involved removing the traffic signals at Broad St / Station Rd and replacing them with a mini roundabout. Broad St was reduced to a single lane in each direction with traffic using the western side of Broad St, enabling the eastern side to be re-purposed as public realm. This scheme is included in the March Future High Street Fund (FHSF) bid and ties in with wider aspirations to make March a more pleasant, diverse town centre. This option will require the March Fountain to be re-positioned but it may be renovated and moved to a more prominent place in the public realm space where the public can access it more easily. This scheme offered benefits to traffic by reducing delays at the Broad St / Station Rd junction compared with the existing traffic signals and offered benefits to pedestrians by making Broad St a more pleasant place to visit and shop. Modelling showed this option to perform better than the existing traffic signals now and with increased traffic flows in future years.

5.18 **Town Centre Option 3 (TC3)** (Figure 6) has a number of similarities to TC2 in terms of what is proposed on Broad Street and the benefits it provides with decreased vehicle movements and a better public realm. However in TC3, the road capacity removed from Broad St is replaced by a new road and river crossing, most likely located to the west of the existing town bridge. Additionally, improvements to the Burrowmoor Rd / City Rd roundabout are identified, reducing delay at this junction. It should be noted that this option, and in particular the proposal for a new road and river crossing, would likely be a very difficult and costly solution. The cost of construction is also forecast to be very high in comparison with other options considered. This option should be viewed as a much longer term option, and if additional river crossing capacity was to be pursued, this would require significant further feasibility work to understand the best route option alongside more detailed public consultation.

Packaging Assessment

5.19 The packaging assessment took the best performing schemes from the strategic and operational assessments and combined them into packages based on varying levels of intervention in March town centre, considering scenarios with and without the NILR. High level construction costs were calculated and economic appraisals were run on the packages to produce benefit to cost ratios (BCR) for each. Figure 7 shows the component schemes for each package and Table 1 summarises the respective benefit to cost ratios.

Table 1 – Economic Appraisal of MATS Packages

Package	Benefit to Cost Ratio	DfT Value for Money Statement
Package 1	2.3	High

Package 1a	2.5	High
Package 3	4.4	High
Package 3a	3.6	High
Package 4	1.1	Low
Package 4a	1.2	Low

Note: Packages 2 and 2a included Town Centre option 1 so were removed from the assessment when TC1 was rejected.

2.20 Conclusions from the packaging assessment are:

- All packages serve to mitigate the impact of the Local Plan growth to varying degrees and all perform well
- Packages 1 and 1a do not include any changes to Broad St and both offer High value for money (VfM), with Package 1a (incl NILR) offering slightly better VfM
- Packages 3 and 3a are closely aligned with the FHSF proposal for providing public realm on Broad St and offer the highest VfM relative to Packages 1/1a and 4/4a.
- Packages 4 and 4a include provision of public realm on Broad St with a new river crossing. These two options are very high cost by comparison with other packages, which is reflected by the low BCR and VfM statement and they are considered to be much longer term options.

2.21 Public Consultation detailing options assessed in the study and seeking public opinion on the individual schemes is planned for a 6 week period commencing 28 March 2020. Comments from the public will not be sought on the packaging of schemes. Four public drop-in events are planned at numerous locations, after 20 April to avoid the school Easter holidays. These have been guided by the MSG.

2.22 Next steps for MATS are:

- March 2020 – report study outcomes to CPCA Transport and Infrastructure (T&I) committee, FDC Cabinet and March Town Council (MTC)
- March to April 2020 – public consultation on individual schemes
- Summer 2020 – report consultation outcome to CCC E&E committee, CPCA T&I committee, FDC Cabinet and March Town Council, and seek support for the recommended next phase of work
- Apply for funding for the next phase of work and Quick Win schemes.

Figure 2 - Congested Junctions

No Window



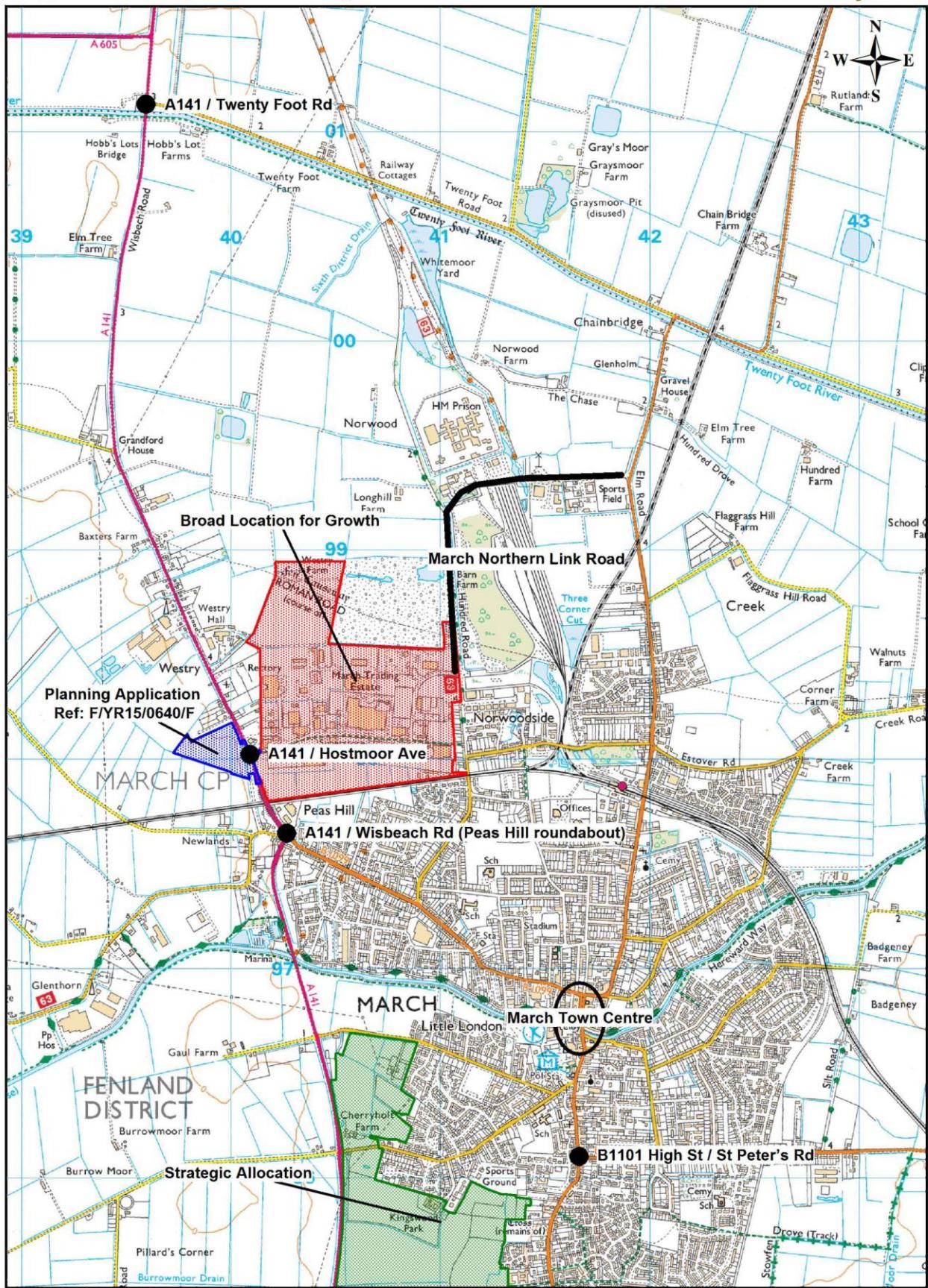
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Figure 3 - Operationally Assessed Schemes



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Figure 4 – March Town Centre Option 1

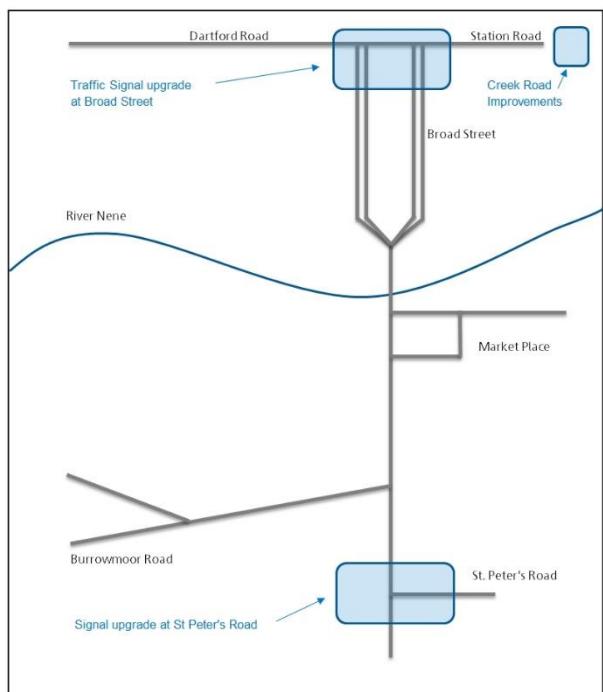


Figure 5 – March Town Centre Option 2

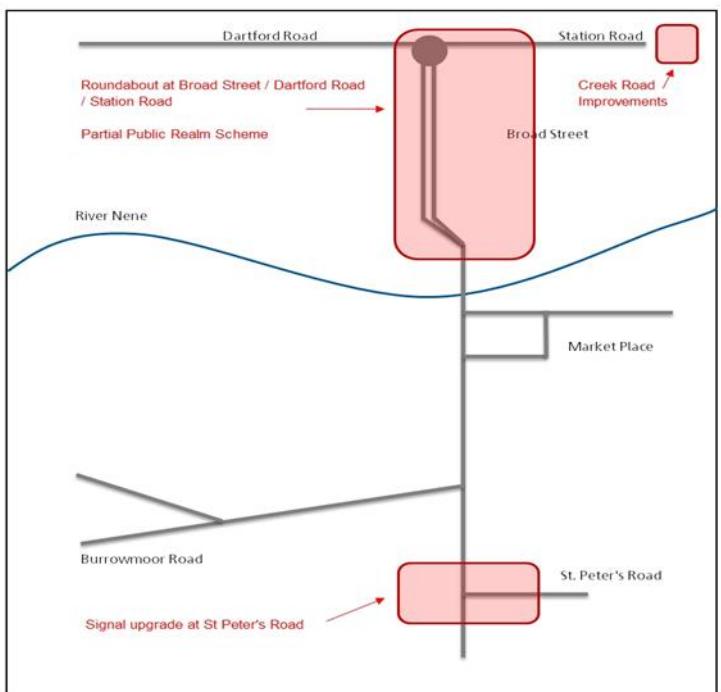


Figure 6 – March Town Centre Option 3

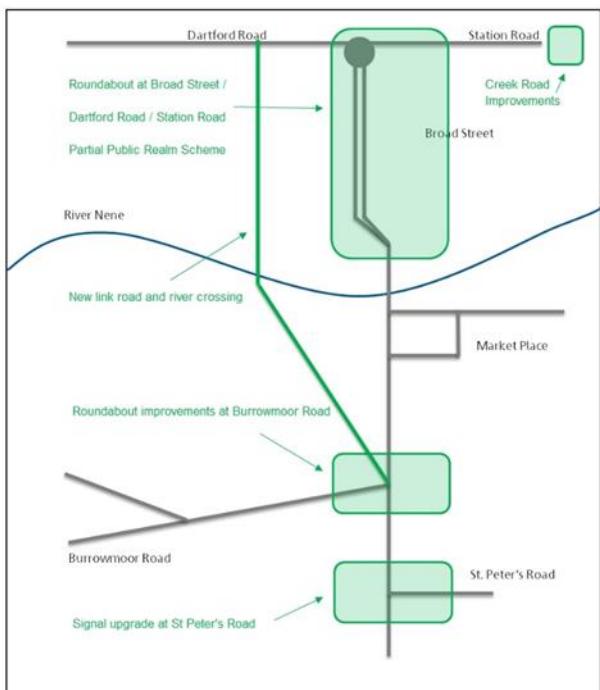
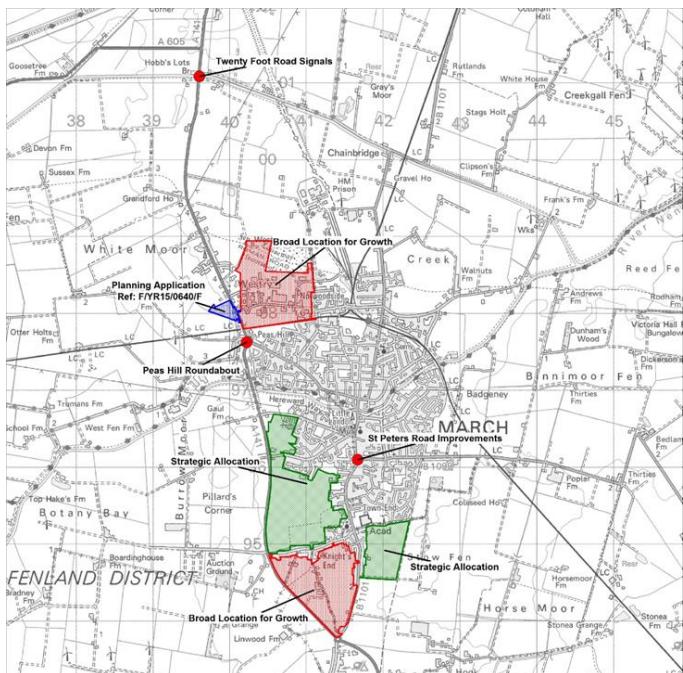
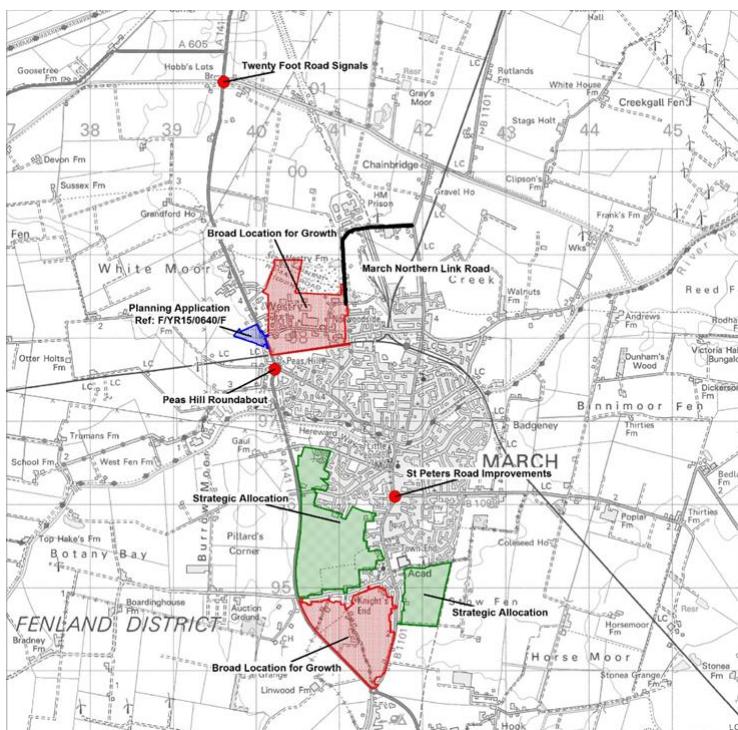


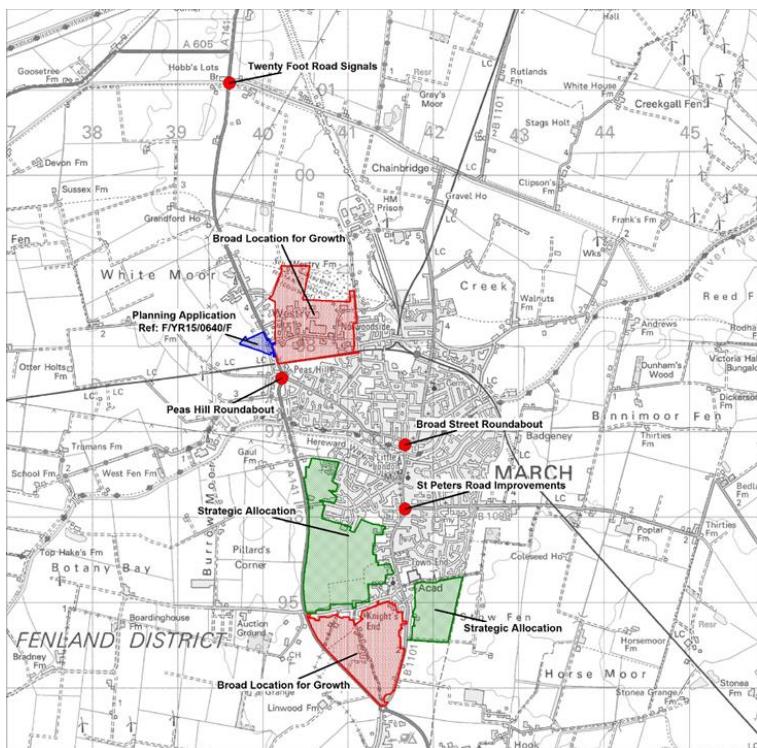
Figure 7 – MATS Scheme Packaging



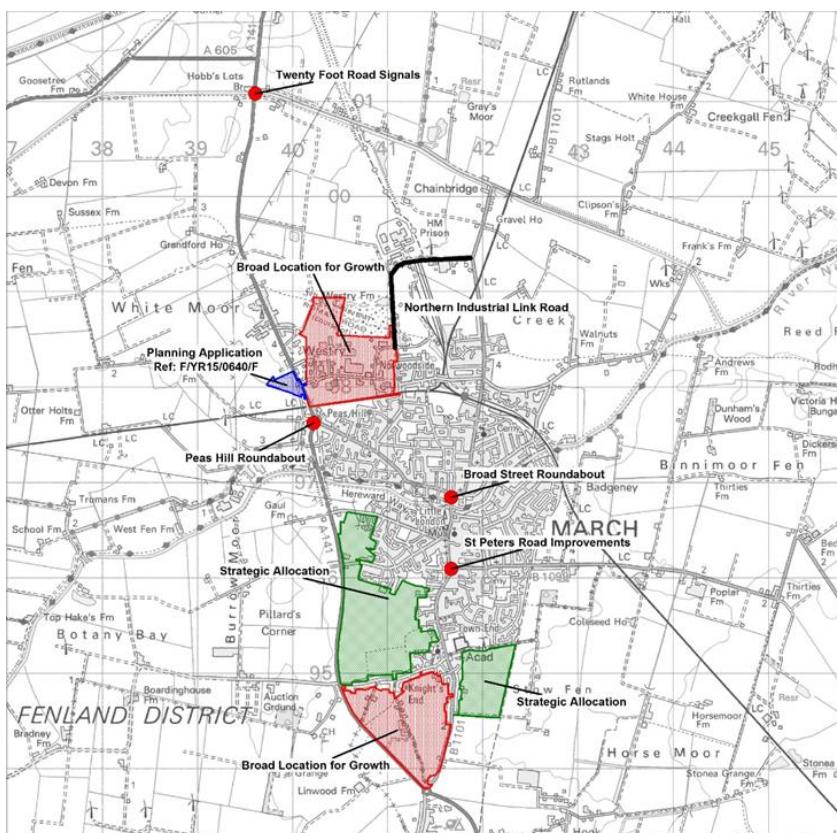
Package 1



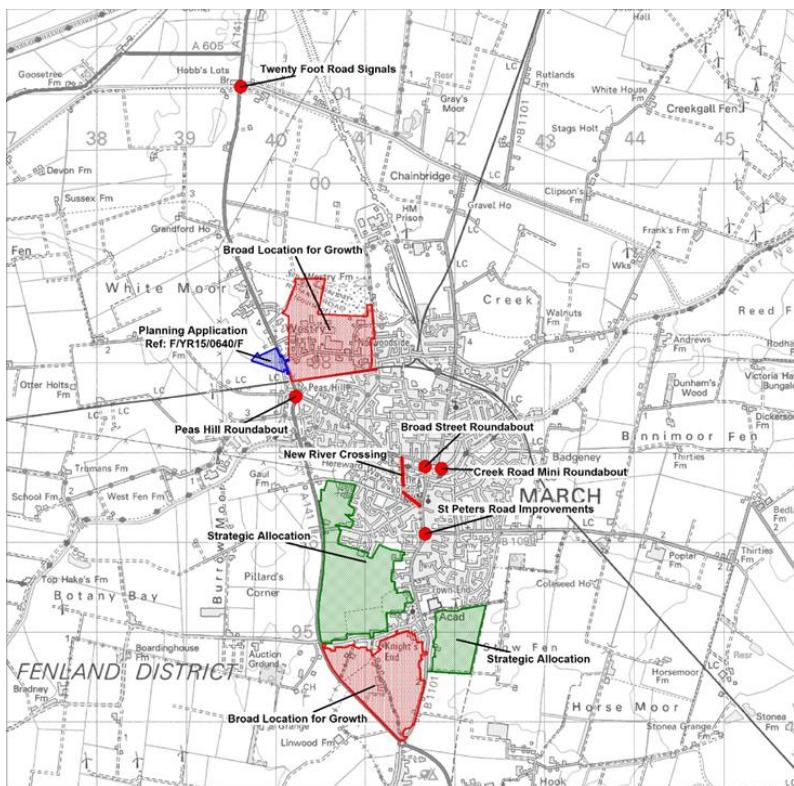
Package 1a



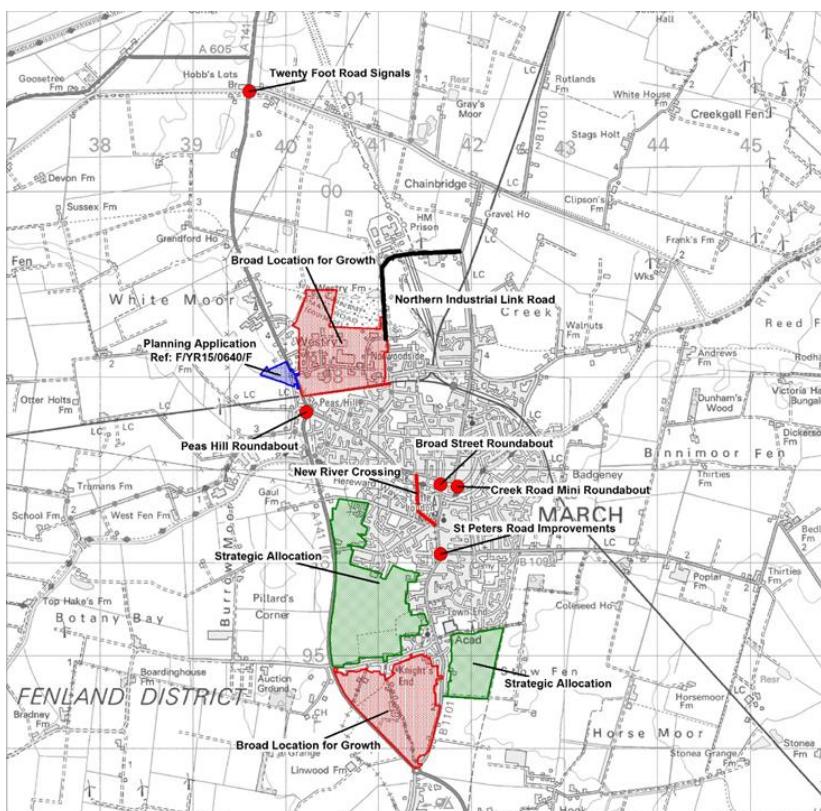
Package 3



Package 3a



Package 4



Package 4A

Appendix A – March ATS – Options Assessment Report, Executive Summary

Executive Summary

Introduction

The March Options Assessment Report (OAR) sets out the development and assessment of improvement options identified within the March Area Transport Study (MATS). The report details the technical work undertaken in relation to traffic modelling and economic assessment, and identifies several packages of schemes that should be taken forward for development.

Assessment Process

The assessment process used has been broken down into three distinct phases, with each informing the next. The three phases are:

- Strategic Assessment
- Operational Assessment
- Packaging Assessment.

Strategic Assessment

The Strategic Assessment, using a bespoke SATURN model developed for MATS has considered larger infrastructure improvements and has been used for two purposes. Firstly to undertake an economic assessment of the larger options to determine at an early stage if they offer value for money. Secondly, to generate different sets of traffic flows, which account for the rerouting created by larger options, for use in the Operational Assessment. Specifically, the Strategic Assessment has considered options for a:

- New River Crossing, both within March Town, and as part of an Eastern Bypass
- Northern Industrial Link Road
- A141 Re-alignment Options.

Operational Assessment

The Operational Assessment was undertaken using a bespoke VISSIM micro-simulation model developed for MATS, and provides a detailed assessment of how each of the options assessed perform. The options that performed well within the Operational Assessment were then taken forward for use within the Packaging Assessment.

Packaging Assessment

The Packaging Assessment has taken the best performing options from the Strategic and Operational Assessments and combined these into packages of schemes that could be implemented in March. This Packaging Assessment was done using the MATS SATURN model. Multiple different packages have been assessed, representing different levels of impact within March. The Packaging Assessment again used economic assessments to determine whether each package offered value for money, and would stand a reasonable chance to secure funding.

Future High Streets Fund

In parallel to the MATS project, Fenland District Council has developed a proposal for the Future High Street Fund (FHSF) to fundamentally change the way in which March functions as a Town Centre. This includes improvements in Broad Street which will improve pedestrian flow and footfall, changes to densification in use which will support a 24-hour economy and support resilience, and public realm improvements which will open up underused and derelict areas for commercial development.

The purpose of this investment is to arrest the decline in March Town Centre and enable the area to make the most of its untapped potential. This opportunity for funding has presented itself at an opportune time for March as it builds on the recently adopted Growing Fenland Strategy for the development of Fenlands towns and has linked closely with the development of the MATS.

There has been regular dialogue between the two projects to ensure that any proposals considered within this study for the Town Centre, and particularly Broad Street, are consistent with the FHSF aspirations.

Option Development

A series of Option Development workshops were held to devise improvement options to be considered as part of the MATS. The workshops were attended by approximately twenty five stakeholders from various transport, planning and engineering disciplines, with delegates representing:

- Cambridgeshire County Council
- Fenland District Council
- Highways England
- King's Lynn and West Norfolk Borough Council
- Skanska / Capita.

During each workshop, attendees were divided into smaller groups, and each group was tasked with identifying and developing a range of improvement options. These options were then presented to the remaining groups, and were challenged by the rest of the delegates on technical or delivery grounds.

Option Review

Following the workshop, the options were reviewed by the project team and presented to the Member Steering Group for further discussion and approval to assess. Several options were discounted during this stage, with the remaining options taken forward for assessment in either the MATS SATURN model or the VISSIM model.

Further Option Evolution

Many of the options also evolved during the assessment process, with amendments made based on the results of traffic modelling or highway design review. The options that emerged from the Strategic Assessment and the Operational Assessment are taken forward to the Packaging Assessment.

Strategic Assessment Summary

Strategic Assessments have been undertaken on numerous options for a New River Crossing, Northern Industrial Link Road (NILR) and A141 Re-alignment. The assessments have used the MATS SATURN model to measure the impact of each of the options on a localised scheme level and on the wider network as a whole. Network wide model results have then been extracted for the options and these have been entered into the transport user benefit appraisal (TUBA) model, along with high level scheme cost estimates, to allow a value for money assessment to be undertaken, and from this a benefit to cost ratio (BCR) to be calculated.

The secondary purpose of the Strategic Assessment is also to determine a set of traffic flows to be used in the Operational Assessment.

The Strategic Assessment of the New River Crossing options identified Option 10 (a new river crossing to the west of the existing Town Bridge) as the best performing option. Further sensitivity testing was undertaken on Option 10 to determine whether the option could support public realm improvements around the existing Town Centre Bridge, and specifically along Broad Street. The sensitivity testing indicated that there is the potential for public realm improvements to be made along Broad Street, at the expense of highway capacity, and possibly without the new river crossing. This is tested further within the Operational Assessment. All Eastern bypass options were identified in the Strategic Assessment as offering poor value for money and were not progressed further.

The Strategic Assessment of the NILR options identified Option 1 (the alignment running north-south along Hundred Road and east-west along Longhill Road) as the best performing option, which is consistent with the assessment undertaken in the 2011 March Area Transport Study.

The Strategic Assessment of the A141 Re-alignment options has shown that no options performed well within the economic assessment, largely due to the associated infrastructure costs, and therefore none of these options are being progressed further as part of this study. However, online improvements to the A141 have been considered, and these are discussed further within the Operational Assessment chapter.

The next stage of assessment was a detailed Operational assessment of the remaining options to identify a preferred set of options to be considered within the Packaging Assessment.

Operational Assessment Summary

The Operational Assessment has used the March VISSIM model to test the operational performance of options along the A141 corridor and within March Town Centre.

The Operational Assessment has identified that the following options offer operational benefits, serve to mitigate against future year growth, and are compatible with the FHSF aspirations for the Town Centre:

- Peas Hill Roundabout Option 5.2 (60m ICD), in conjunction with the A141 / Hostmoor Avenue roundabout (developer funded scheme)
- Town Centre Option 3 (TC3), consisting of:
 - Broad Street / Dartford Road / Station Road mini roundabout, with Broad Street made one lane in each direction (and the provision of public realm improvements)
 - St Peter's Road Traffic Signal Improvements
- Town Centre Option 4 (TC4), consisting of:
 - Station Road / Creek Road Mini Roundabout

- Broad Street / Dartford Road / Station Road mini roundabout, with Broad Street made one lane in each direction (and the provision of public realm improvements)
- A New River Crossing, joining Dartford Road to the north and City Road to the south, with a new roundabout at Burrowmoor Road / City Road and High Street
- St Peter's Road Traffic Signal Improvements.

These options have been progressed to the Packaging Assessment along with the NILR Option 1 from the Strategic Assessment and the signalisation of the A141 / Twenty Foot Road from the Quick Wins work stream.

Packaging Assessment Summary

The Packaging Assessment has taken the best performing options from the Strategic and Operational Assessments and combined these into packages of schemes that could be implemented in March. Multiple different packages have been assessed, representing different levels of extremity in terms of impact within March.

Each of the options within the packages has been costed using a high level costing tool, the costs provided for each option include:

- Design and Supervision Fees
- Stats, Landscaping and Preliminaries Allowance
- Land and Property Acquisition Allowance
- 20% Risk Allowance
- 44% Optimism Bias Allowance (66% for structures)
- Future year inflation (5% per annum) and Maintenance Costs (1.7% per annum) for use in the Economic Assessment.

The Project Team developed a series packages which included a mix of short term and long term schemes. The packages have been built into the MATS SATURN model and traffic assignments have been run for the future year scenarios 2026 and 2031.

The Transport User Benefits Appraisal (TUBA) program was used to quantify the transport user benefits resulting from all packages, and to calculate a Benefit to Cost Ratio (BCR).

The TUBA assessment uses the output files from the March Area Transport Study (MATS) SATURN model to quantify the change in journey time and distance for each package compared to a Do Minimum Scenario, and hence quantify the journey time and vehicle operating cost benefits (if any). This information is then used to calculate a 60-year whole life Present Value of Benefits (PVB) which when compared to a Present Value of Costs (PVC) is then used to calculate a Benefit Cost Ratio (BCR).

The packages assessed are described beneath:

- **Package 1** – Signalisation of the A141 / Twenty Foot Road, Peas Hill Roundabout improvements (in conjunction with the developer funded roundabout at A141 / Hostmoor Avenue) and the High Street / St Peter's Road Signal improvements.
- **Package 1a** – Package 1 plus the Northern Industrial Link Road.
- **Package 3** – Package 1 plus reducing Broad Street to one lane in each direction and replacing the signalised junction at Dartford Road / Station Road with a mini roundabout (FHSF Option).
- **Package 3a** – Package 3 plus the Northern Industrial Link Road.

- **Package 4** – Package 3 plus the creation of a New River Crossing between Dartford Road and City Road.
- **Package 4a** – Package 4 plus the Northern Industrial Link Road.

The resultant BCRs for these packages are shown below in Table 1.

Table 1: Package BCR Results

	Net Benefit/BCR Impact					
	Package 1	Package 1a	Package 3	Package 3a	Package 4	Package 4a
Present Value of Benefits (PVB)	10225	23019	22711	35091	37163	47094
Present Value of Costs (PVC)	4501	9428	5122	9679	33699	38682
Net Present Value (NPV)	5724	13713	17589	25412	3464	8412
Benefit Cost Ratio (BCR)	2.3	2.5	4.4	3.6	1.1	1.2
VFM statement	High	High	High	High	Low	Low

The assessment of the packages has shown that all serve to mitigate the impact of the Local Plan growth to varying degrees, and all are expected to perform well. Packages 1 and 1a do not include any changes to Broad Street, whereas the remaining packages facilitate the creation of a significant public realm along Broad Street which is in line with Fenland District Council's FHSF aspirations for the regeneration of March Town Centre.

Packages 3 and 3a are closely aligned to the FHSF proposals and have the highest BCRs relative to their counterpart Packages (Package 3 is higher than Package 1 and 4, Package 3a is higher than 1a and 4a). Packages 3, 3a, 4 and 4a all require the repositioning of March Town Fountain, which would be incorporated into wider public realm and landscape design. This study has not considered the detail of that design, and this would need to be undertaken in consultation with environment, conservation and heritage specialists, as well public engagement in some form.

As a result of the Packaging Assessment, it is recommended that Packages 1, 1a, 3 and 3a are considered for further development.

Packages 4 and 4a provide the best network wide statistics, but involve significant disruption (and cost) within the Town Centre. It is recommended that these packages are not considered any further at this stage, but can be revisited in future should further capacity enhancements be needed in March Town Centre.

Of the packages recommended for further development, Packages 3 and 3a are closest to the FHSF aspirations for March Town Centre, and are considered the preferred Packages at this stage of the study. Package 3a builds upon Package 3 with the addition of the NILR, the cost of which suppresses the BCR in comparison to Package 3, however the addition of the NILR will generate far greater benefit than shown in the Package omitting it. The NILR will attract additional trips away from the residential areas (particularly Norwood Road) and the Town Centre to the south, and so should be investigated further.

Appendix B – Quick Win Schemes

Quick Win Scheme	Description	Assessment Completion Date
QW1 – A141/Twenty Foot Rd	Upgrade junction to traffic signals. Preliminary assessment indicated junction would have to be moved northwards, hence it was removed from QW schemes and added to the main study.	n/a
QW1A – Station Rd	Improve safety for pedestrians. Provide a zebra crossing	Feb 20
QW2 – Upwell Rd/Cavalry Drive	Introduce gateway feature at edge of town, introduce 40mph speed limit buffer and revise deflections on Cavalry Dr roundabout	Apr 20
QW11-13 March-wide Walking/Cycling Strategy	March-wide walking and cycling facility audit and produce improvement delivery plan	Feb 20
QW15 – St Peter’s Rd	Improve safety for school children. Provide a zebra crossing	Apr 20
QW16 – March-wide HGV Signage	Improve signage for HGV drivers to reduce poor route choice	May 20
QW19 – A141 / Burrowmoor Rd and A141/Knights End Rd junctions	Introduce street lighting at two junctions	Aug 20
QW20 – Traffic signals on B1101	Re-validate signal timings on B1101 between St Peters Rd and Station Rd	Completed May 19
QW21 – Norwood Ave	Complete footway on southern side of Norwood Ave	Jan 20
QW22 – Norwood Rd	Introduce traffic calming on three sections of Norwood Rd	Nov 19
QW23 – Hundred Rd	Complete footway on eastern side of Hundred Rd including build out feature	Jan 20

Agenda Item 6

Agenda Item No:	6	 Fenland CAMBRIDGESHIRE
Committee:	Cabinet	
Date:	19 March 2020	
Report Title:	Parson Drove Neighbourhood Plan	

1 Purpose / Summary

To recommend to Council the formal adoption of the Parson Drove Neighbourhood Plan as a part of the Development Plan for Fenland.

2 Key issues

Following the successful referendum on 27 February 2020, the Parson Drove Neighbourhood Plan needs to be formally 'made' by Fenland District Council and thereby be formalised as part of the Development Plan (alongside the 2014 Local Plan) for Fenland.

Please note that the word 'made' is the word used in legislation when referring to Neighbourhood Plans, and means to all intents and purposes 'adopted'.

3 Recommendations

- For Cabinet to recommend to Council the formal adoption of the Parson Drove Neighbourhood Plan (Appendix 1) as a part of the Development Plan for Fenland and note the decision statement (Appendix 2) that will be presented to Council on 21 May 2020.

Wards Affected	Parson Drove and Wisbech St Mary
Forward Plan Reference	N/A
Portfolio Holder(s)	Cllr Dee Laws, Portfolio Holder for Neighbourhood Planning
Report Originator(s)	Edward Dade, Shared Planning Officer
Contact Officer(s)	Edward Dade, Shared Planning Officer Gemma Wildman, Local Plan Manager Carol Pilson, Corporate Director
Background Paper(s)	Appendix 1: Parson Drove Neighbourhood Plan (Referendum Version)

4 Background / introduction

- 1.1 The Parson Drove Neighbourhood Area was designated by Fenland District Council (FDC / the Council) in January 2015.
- 1.2 The Parson Drove Neighbourhood Plan (the Plan) and supporting evidence documents were submitted to FDC by Parson Drove Parish Council on 03 September 2019.
- 1.3 The Council published the Plan for a period of six weeks in September and October 2019. Following this publication period, the Council submitted the Plan for independent examination.
- 1.4 An independent examination was held in October and November 2019. The Plan was examined by Mr David Kaiserman BA DipTP MRTPI of Trevor Roberts Associates. The examination was carried out through written representations. No public hearing session was required.
- 1.5 The examiner considered that, subject to applying his recommended modifications, the Parson Drove Neighbourhood Plan makes appropriate provision for sustainable development, has appropriate regard to national policy, and is in general conformity with the strategic policies in Fenland's development plan. In addition, the examiner concluded that there is no evidence to suggest the Plan is not compatible with EU obligations, including human rights requirements.
- 1.6 Where modified in accordance with his recommendations, the examiner concluded that the Plan meets the basic conditions and recommended it proceed to referendum.
- 1.7 In December 2019, the Council published its R18 decision statement explaining the actions which would be taken in response to the recommendations of the examiner, including the modifications which would be applied to the draft plan.
- 1.8 Based on the examiner's findings and recommendations, the Council is satisfied that the Parson Drove Neighbourhood Plan (Referendum Version), meets the basic conditions and is otherwise legally compliant.
- 1.9 The Council held a referendum on Thursday 27 February 2020. As recommended by the Independent Examiner, the boundary of the Parson Drove Neighbourhood Area (i.e. Parson Drove parish) formed the referendum area. The referendum ballot asked the following question:

"Do you want Fenland District Council to use the Neighbourhood Plan for Parson Drove to help it decide planning applications in the neighbourhood area?"
- 1.10 Of the 321 votes cast the majority were in support, with 272 (84.74%) in favour and 49 (15.26%) against. There were no rejected ballots.

5 Considerations

- 5.1 Following the successful referendum result, the Neighbourhood Planning Act (2017) automatically gave the Parson Drove Neighbourhood Plan the same legal status as a plan which has been made (or 'adopted') by the applicable District Council. Accordingly, since the referendum result, the Council has treated the Parson Drove Neighbourhood Plan as part of the Development Plan for the purposes of decision-making.
- 5.2 However, despite this automatic post-referendum legal position, Fenland District Council is required to formally 'make' the Parson Drove Neighbourhood Plan part of the Development Plan for the district.
- 5.3 There is no known legal basis for the Cabinet to 'reject' (or in any way amend) the plan.

6 Effect on corporate objectives

6.1 The making of the Parson Drove Neighbourhood Plan contributes to delivering the Council's corporate objectives, namely to:

- Promote and enable housing growth, economic growth and regeneration across Fenland
- Promote and lobby for infrastructure improvements across the district

6.2 Forming a part of Fenland's Development Plan, the Parson Drove Neighbourhood Plan will shape development proposals and planning decisions in Parson Drove parish once approved by Full Council.

7 Community impact

7.1 Neighbourhood planning gives communities direct power to develop a shared vision for their neighbourhood and shape the development and growth of their local area. The Parson Drove Neighbourhood Plan has been prepared by Parson Drove Parish Council and has been supported by the wider community through its preparation and at the referendum stage.

7.2 Planning law requires that proposals which accord with the Development Plan should normally be approved and those which conflict be refused. Through making the Parson Drove Neighbourhood Plan a part of Fenland's Development Plan provides the local community greater influence over planning decisions affecting Parson Drove parish.

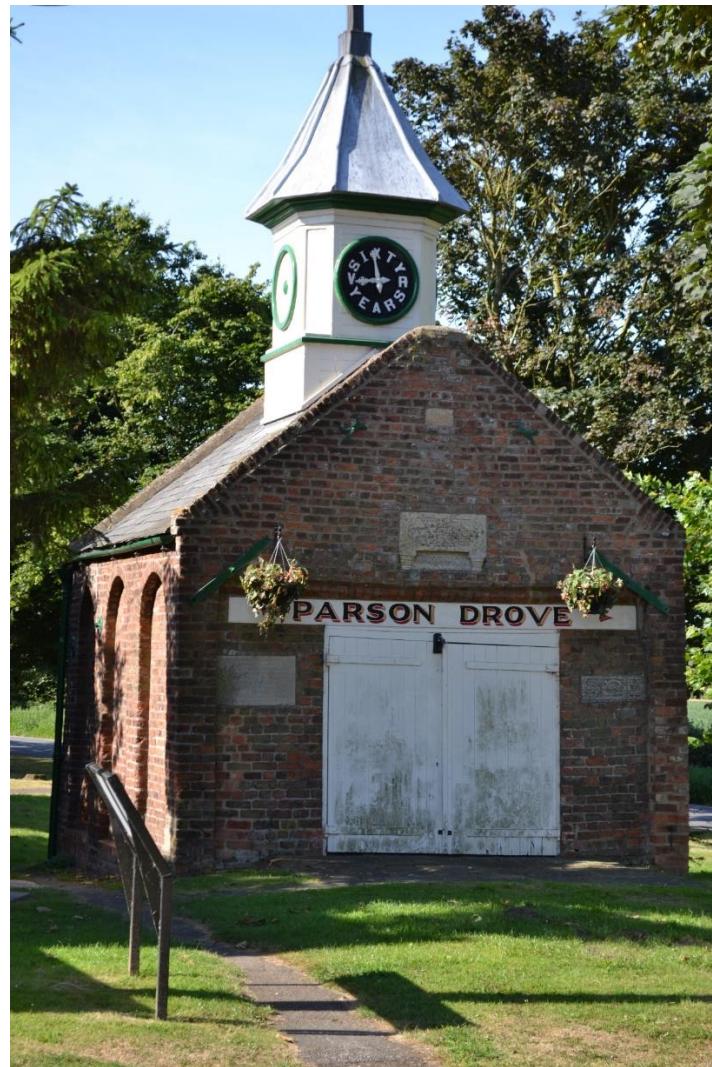
8 Conclusions

8.1 The Parson Drove Neighbourhood Plan received majority support at a duly held referendum of 27 February 2020. Cabinet is therefore required to recommend to Council to 'make' the Parson Drove Neighbourhood Plan part of the Development Plan for Fenland, as per the will of the majority of voters in Parson Drove parish. In doing so, the Parson Drove Neighbourhood Plan has the same status in law as the Fenland Local Plan 2014.

Parson Drove Neighbourhood Development Plan

2019 to 2032

Referendum Version



Parson Drove Neighbourhood Development Plan

2019 to 2032

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Appendix A: Working Group

Appendix B: Parson Drove and Church End

Appendix C: Back Road Murrow

1 Introduction

1.1. The Parson Drove Neighbourhood Development Plan has been prepared under the rights conferred on local communities under the Localism Act 2011. The Plain English guide to this Act states that

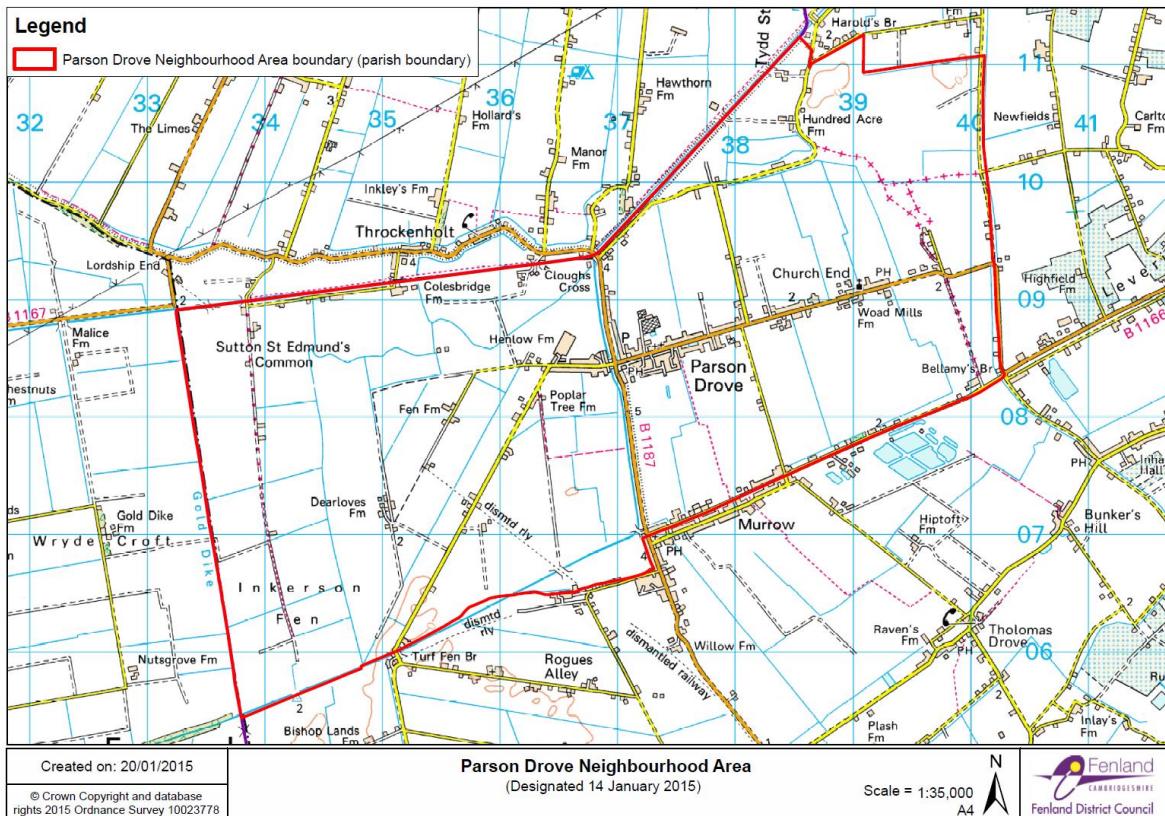
Instead of local people being told what to do, the Government thinks that local communities should have genuine opportunities to influence the future of the places where they live. The Act introduces a new right for communities to draw up a neighbourhood plan.

Neighbourhood planning will allow communities, both residents, employees and business, to come together through a local parish council or neighbourhood forum and say where they think new houses, businesses and shops should go – and what they should look like. These plans can be very simple and concise, or go into considerable detail where people want.

1.2. Parson Drove and Church End are both popular settlements, proud of their cohesion as communities, retaining many families who have lived in the parish for generations while welcoming and absorbing a significant number of new residents over the years.

1.3. Parson Drove Parish Council applied to Fenland District Council to designate the whole of the parish of Parson Drove as a neighbourhood area. The application was determined by Planning Committee on 14 January 2015: the whole of the parish was designated as Parson Drove Neighbourhood Area.

Map 1: Parson Drove Neighbourhood Area



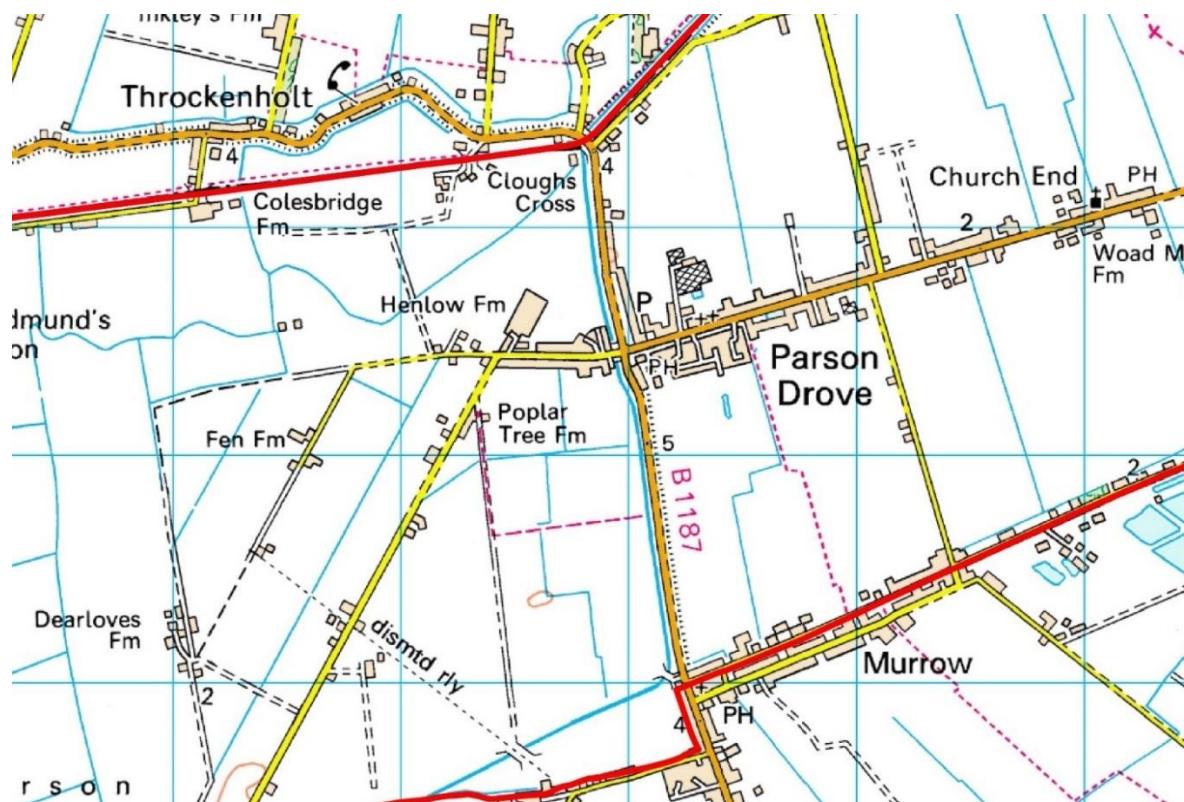
1.4. Because our cohesion and community spirit is a rare and important aspect of life in Parson Drove parish this Neighbourhood Development Plan aims to maintain growth that sustains our community but not to a degree that it is disproportionate to the current size of the parish.

1.5. Because we believe that the generation of housing must be led by demand, we have not been prescriptive about the suitability of specific sites or types of housing but rather we have set out principles in the policies that will guide developers or self-builders on how to successfully develop schemes in the parish of Parson Drove.

2 Place Setting

2.1 The parish of Parson Drove is situated approximately 5 miles west of Wisbech. The historic town of Wisbech, with its river port, is known as The Capital of the Fens and is in the district of Fenland under the umbrella of Fenland District Council, which in turn is in the county of Cambridgeshire. The parish contains two main settlements, Parson Drove and Church End, together with a number of small clusters of housing and several farms and a small part of the village of Murrow.

Map 2: Parson Drove, Church End and Murrow



2.2 Historic maps show that the original Parson Drove village was what is now called Church End while the centre of the village now known as Parson Drove was called Swan Gull as shown in Appendix B. The historic buildings in the parish are generally built of local brick with slate roofs although the Swan pub is partly constructed of stone.

2.3 Parson Drove village is close to Throckenholt to the north which lies in Lincolnshire and the Cambridgeshire village of Murrow to the south, and the whole parish is situated in flat fertile farmland which was created by major drainage projects which commenced in the 17th Century. The drainage channels provide excellent coarse fishing and are utilised by clubs from far and wide.



2.4. Parson Drove parish has a population of approximately 1,200 and has many facilities including a surgery, primary school, village hall, playing field, village green, Post Office, butchers shop, three churches and three public houses centred on Parson Drove village. The village hosts a number of clubs and voluntary groups including the Women's Institute, Over 60's Club, Football Club, Bowls Club, Mothers and Toddlers and Playgroup. It also hosts a Classic and Custom Car, Bike and Trike show every year that raises a significant amount of money for charity. Our parish has a strong community spirit and a low crime rate.



2.5. Parson Drove parish has a long history being mentioned in the Domesday Book of 1086. The historic fabric of Parson Drove village is preserved and celebrated in the Conservation Area where there are ten Grade II Listed Buildings as well as a number of notable trees. Samuel Pepys stayed at the Swan Inn in 1663 and local benefactor John Peck built the Cage in 1829 as a village lock-up. The last working woad mill in Britain was in Church End - it closed as recently as 1910.



2.6 Church End is graced by the medieval church of St John the Baptist, the north aisle of which has a 13th-century doorway and 14th-century windows. The noble nave arcades and the west tower, with its superb stone-panelled arch and vaulted ceiling, are 15th-century.



2.7 Both main settlements have grown steadily since the war and the parish is changing from a farming community with residents generally working locally, to one which includes many professions with some residents commuting to work elsewhere. New development has tended to utilise plots with existing road frontages, although there are two significant estates on the south side of Main Road: Ingham Hall Gardens and John Bends Way both of which are in Parson Drove village.



2.8 The census results available are at ward level and combine results for Parson Drove and Wisbech St Mary. The figures are however useful in giving an indication of the growth in population between 2001 and 2011. In 2011 there were 3087 residents of the Parson Drove and Wisbech St Mary ward aged between 16 and 64, 2,253 (73.9%) of whom were economically active with 169 (7.5%) unemployed in line with the national average. This compares to figures from the 2001 census which shows 2,939 residents of the ward aged between 16 and 74 of whom 1,851 (63%) were economically active with 89 (4.8%) of those being unemployed.

2.9 Although these figures do not provide an exact match due to the age selection offered, if the 'economically active' figure is taken as the basis for comparison, then the population of the ward grew by 21.7% from the 2001 baseline up to 2011. It is reasonable to assume that Parson Drove parish grew at this rate during the same period, and will continue to grow.

3. Policy Context for the Plan

3.1. The policy context within which the plan has been developed is established by:

- The National Planning Policy Framework, which was published in March 2018.
- The Planning Practice Guidance which was launched in 2014 and is regularly updated.”
- The Fenland Local Plan which was adopted on 8th May 2014.

3.2. The Parson Drove Neighbourhood Development Plan is in general conformity with the strategic policies of the Local Plan. The Neighbourhood Development Plan policies should be read alongside the Local Plan policies as complimentary parts of the Development Plan, providing the framework for local expectations of development.

3.3. Parson Drove village is classified as a Limited Growth Village in the Fenland Settlement Hierarchy Study 2013 and Local Plan while Church End is classified as an ‘Other Village’. Thus the two main settlements within the parish are separate settlements.



4 Plan Development

4.1. Parson Drove Parish Council applied to Fenland District Council to designate the whole of the parish of Parson Drove as a neighbourhood area. The application was determined by Planning Committee on 14 January 2015: the whole of the parish was designated as Parson Drove Neighbourhood Area.

4.2. The Parson Drove Neighbourhood Development Plan has been produced by a working group of volunteers sponsored by the Parish Council. The evidence base was generated from public meetings, previous questionnaires relevant to the Parson Drove Village Plan, a formal questionnaire delivered to each dwelling in the parish and a summary of the results of the questionnaire that was also delivered to each dwelling. The results were also presented at an open meeting and this document has been available for comment from all residents.

4.3. The form of the questionnaire was scrutinised by a Fenland DC officer to ensure that all questions were open questions. All her recommendations were included in the final document which was distributed in October 2015.

4.4 There were 120 responses to the questionnaire representing a 22% return rate. Due to this satisfactory return rate and the very strong majority opinions that it revealed the Parish Council is assured that this Neighbourhood Development Plan reflects the wishes of the majority of the residents of Parson Drove parish who have chosen to involve themselves in creating this plan.

4.5. Our plan has been developed in the light of those responses, but only covers areas where we wish to add to the provisions of the Fenland Local Plan. The preservation of our high-grade agricultural land for farming, for example, is already strongly supported by LP12 Part A(i) and we have not included any additional controls in our policies.

5. Overall vision for the Development of Parson Drove Parish

Parson Drove parish will maintain its vibrant community through proportionate growth which delivers a range of housing, retains or enhances employment opportunities within the parish, whilst protecting the rural setting of the settlements within it. Local people will have opportunities to live and work in the place they grew up in and will be well-served by local services which will remain important and thriving assets within the community.

5.1. This vision is supported by feedback from the local community which strongly supports protection of our parish's rural setting, with high grade farming land retained for farming, and open fields remaining between Parson Drove village and Church End.

5.2. While a majority of villagers who responded to consultation would prefer no further growth in the parish, this is generally driven by a fear of large-scale developments being approved on farm land which would be disproportionate to the size of existing settlements. The Parish Council is confident that our vision for proportionate growth driven by small-scale development as covered by our policies will reassure parishioners and gain their support for continued but sustainable growth.

5.3. The results of our consultation also demonstrated that parishioners value local amenities, and continued steady growth will also help maintain our school, post office, surgery and pubs through increased demand for their services.



6. The Intent of Our Policies

6.1. We want our parish to welcome everyone irrespective of ethnicity, age, gender, physical ability or economic status.

6.2. We wish to improve footpaths throughout the parish to assist residents with limited mobility including those in wheelchairs to gain full access to village facilities. There has already been a significant improvement to the footpaths along Main Road due to works carried out by developers as they construct new dwellings. We want this approach to be extended to cover roads with very poor pedestrian facilities such as Back Road Murrow where any proposed new development will be required to contribute to improvements where these are practicable.

6.3. We wish to create positive engagement with parishioners and the Parish Council to ensure that there is an appropriate level of consultation on decisions that impact on our local built environment.

6.4 We wish to maintain a living community within the parish by encouraging new residents to join us at a sustainable level. This has benefits in a variety of ways: in particular to maintain our population with additional residents who will be welcomed within our existing community. There is evidence that this balance is being maintained when a growing population continues to access local amenities. For example The Charity Commission's 2004 report on village halls recognises that

“ageing rural populations, lack of interest among younger people or among new residents in commuter villages have been identified as problems for some rural village halls and community centres”

6.5 Our response to this challenge is to attract enough new residents to grow our current population but at a sustainable level that also counters the potential for a growing lack of interest in community life and community assets where a population grows too fast to be absorbed into our community.

6.6 Fear of crime is also a significant consideration affected by population growth according to the website 'Community-Safety.Info':

“Fear of crime can also deter people from using public facilities (parks and open spaces) and public transport; and some groups are particularly affected. Black and minority ethnic people's fear of crime is higher than that of white people, some women will not travel after dark, and parents restrict their children's usage of public transport.”

The Home Office archived toolkit gives the following definition of a “Low crime, low fear environment”

“Those areas where fear of crime and crime is low are the ideal which all other areas need to work towards. Awareness of crime issues is healthy as it ensures that people continue to take common sense precautions and do not become complacent.

An example of this type of area could be a remote rural area where the community is small and has a very high social capital.

It also offers the following advice:

Individuals should be encouraged to increase their social capital and reduce their fear of crime. We need to encourage people to become more involved in their communities because it is a key way for them to know what is happening and then re-engage accurate perceptions about crime and disorder. Increased social capital will give individuals a greater sense of self-empowerment, which will increase their feelings of security.”

6.7 If you put all of this together it is clear that maintaining moderate growth which sustains our social capital will in turn help maintain community cohesion and a low fear of crime especially amongst those who feel vulnerable due to age, gender or for other reasons.

6.8. The local consultation underpinning our Plan demonstrates a strong desire within our parish to maintain a sustainable community through continued local employment opportunities, particularly through the continued use of high-grade land for farming and food production and by directly encouraging the continued existence of shops and other village amenities, which can only happen if we maintain steady growth in the population.

6.9 We believe that the growth in our population within the reasonable controls proposed by our Development Plan will ensure that the character of the village and its social capital can be sustained whilst remaining a welcoming environment for new residents.



:

7 Policies

This Development Plan contains 5 policies:

7.1. Policy 1 Housing Growth

7.1.1. There are two main settlements within the parish – Parson Drove and Church End. Policy LP12 of the Fenland Local Plan 2014 allows for dwelling growth in Parson Drove village of 33 dwellings and 7 dwellings in Church End (10% growth of each village) without the need for demonstration of community support. In Church End this figure has been substantially surpassed with 20 dwellings having been built or granted permission and in Parson Drove village 23 dwellings have been built or granted permission with a remaining allowance of 10 dwellings under the Local Plan policy.

7.1.2 This neighbourhood plan seeks to raise the growth threshold proposed within the Fenland Local Plan for Parson Drove parish by increasing the baseline growth for Parson Drove village to 66 dwellings (20% growth in built stock since April 2011). For Church End no further development should be permitted unless strong local support can be demonstrated in line with Local Plan policy LP12.

7.1.3 Because Parson Drove parish only contains a small proportion of Murrow village's housing stock this plan does not include proposals for Murrow village as a whole. It does however apply to Back Road Murrow and land to the north included in Parson Drove parish.

7.1.4 As discussed in section 5 above, this increase in the growth threshold contained within the Fenland Local Plan would appear to go against the results of consultation where a majority of respondents would prefer no further growth. The Parish Council is however confident that it can gain majority support for steady growth provided there are controls on the size of each scheme and a requirement for demonstrable local support for larger schemes.

7.1.5 This confidence is based on an assessment that the parishioners are generally afraid of the consequences of large-scale schemes within our small community rather than of continued modest growth. The responses during consultation reflected concerns about an application lodged with Fenland for a large number of new homes to be built on farmland within Parson Drove village. This concern has since receded.

Policy 1: Housing Growth

Parson Drove village

Parson Drove village will be allowed to grow by 20% in number of dwellings from the April 2011 baseline of 327 dwellings (66 dwellings between 2011 and 2031).

If a proposal within or on the edge of Parson Drove village would, in combination with other development built and granted permission since April 2011, exceed this growth threshold then the proposal should have demonstrable evidence of clear local community support for the scheme, generated via a thorough and proportionate pre-application community consultation exercise. If, despite this consultation exercise, demonstrable evidence of support or objection cannot be determined, then there will be a requirement for support from the Parish Council.

Church End

As outlined above, Church End has already exceeded a 20% increase in number of dwellings built or granted permission from the 2011 baseline. Therefore, any proposals for new dwellings in Church End must have demonstrable evidence of clear

local community support for the scheme, generated via a thorough and proportionate pre-application community consultation exercise. If, despite this consultation exercise, demonstrable evidence of support or objection cannot be determined, then there will be a requirement for support from the Parish Council.

7.2. Policy 2: Scale of Housing Development

7.2.1. The purpose of Policy 2 is to establish a threshold related to the number of homes in any proposed development beyond which community/Parish Council support is needed. This will encourage smaller developments while leaving open the possibility that a larger development could be approved providing there is local support for the scheme. Larger schemes above this threshold that do not demonstrate this local approval and support from the Parish Council would be rejected.

Policy 2: Scale of Housing Development

Proposals involving the creation of new dwellings will be supported providing that these will be of an appropriate scale for the parish, typically fewer than 5 dwellings. Exceptionally, sites proposing 5 or more dwellings may be considered appropriate where:

- the proposal is accompanied by clear demonstrable evidence of positive community support for the scheme generated via a thorough and proportionate pre-application community consultation exercise; and
- it is supported by the Parish Council.

7.3. Policy 3: Affordable Housing

7.3.1. The purpose of policy 3 is to permit the development of affordable homes on exception sites where development would otherwise not be permitted provided that the affordable housing is allocated to prioritise applicants with local connections.

7.3.2. An example of such a scheme is in the Church End settlement where an exception site has provided 12 affordable homes in John Peck Close.

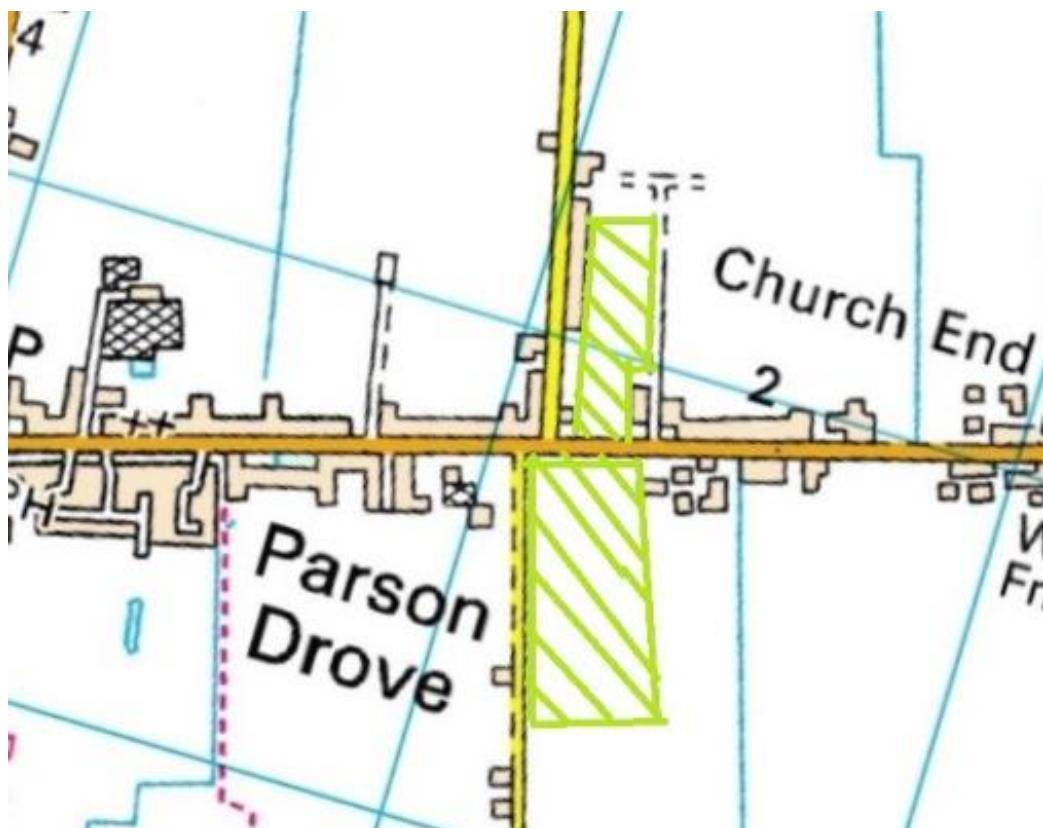
Policy 3: Affordable Housing

Permission may be granted for development of exception sites located in or adjacent to the existing developed footprint of Parson Drove or infill sites within Church End, where the sole purpose of that development is to provide affordable homes. All affordable dwellings proposed on a rural exception site shall be allocated in accordance with a cascade which prioritises future occupants with a local connection

7.4. Policy 4: Maintaining Separation between Parson Drove and Church End

7.4.1. Parson Drove village and Church End are separate communities within the parish and in keeping with the results of our consultation with parishioners this separation must be maintained. This means that new buildings will not be permitted to be constructed between Silvers Lane and Sealeys Lane, both of which are in Parson Drove village, up to the existing dwellings at the west end of Church End. This is further explained in Appendix B.

Map 3: Area of Separation



Policy 4: Maintaining Separation between Parson Drove and Church End

No new dwellings or non-residential buildings other than permitted development will be approved in the Area of Separation (as illustrated by Map 3) between Parson Drove village and Church End from the east side of Sealeys Lane and Silvers Lane up to the existing dwellings at the west end of Church End in order to preserve the separation between the two settlements and to retain views over the countryside.

The “exception” terms of Policy 3 do not apply to any land within the Area of Separation.

7.5 Policy 5: Road and Pedestrian Safety

7.5.1 Improvements to footpaths along their frontage has been an important feature of several recent developments within the parish especially in Main Road Parson Drove. This has not however been the case across the parish and development along Back Road Murrow for example has not been supported by adequate footpaths and road improvements (see Appendix C). Policy 5 aims to prevent this issue in future developments within the parish.

Policy 5: Road and Pedestrian Safety

Proposals for new dwellings and non-residential buildings will be supported provided adequate footways and road widths exist along the site frontage(s) or the developer makes provision for these, unless it can be demonstrated to be impractical due to physical design constraints or would be of detriment to the safety and convenience of all users of the highway.

Appendix A

The Working Group

The working group was established by the Parish Council in late 2014 and although various volunteers were involved from time to time the core group comprised the following residents of Parson Drove:

Gavin Booth Chair

Kate Rosier **Secretary**

Anne Adams

Gerald Van Daalen

Colin Britt

Meetings were held generally every month in the Cage on the village green.

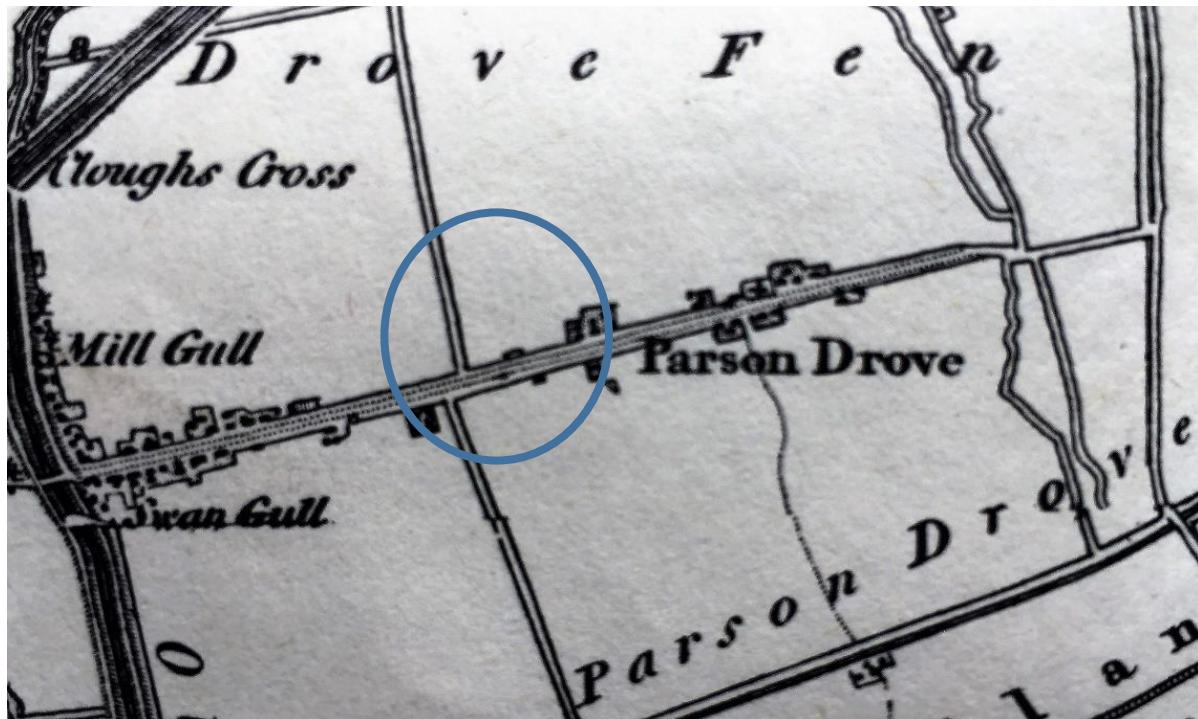
All of the work involved in consulting locally, preparing issuing and collecting the questionnaire, collating and assessing information as well as the drafting of the plan was carried out by the Working Group.

The group consulted with Cambridgeshire Acre and Emma Naylor from Fenland District Council and received extremely helpful input from them as the generation of the plan progressed. It is, however, worth emphasising that in the spirit of the Localism Act this development plan has been prepared entirely by local residents who have volunteered their time to ensure that Parson Drove continues to grow in a manner that retains the essential character and community spirit of their village.

Appendix B

Parson Drove and Church End

Church End and Parson Drove have always been separate communities as can be seen by historic maps. In the Victorian map below 'Parson Drove' is the modern Church End while 'Swan Gull' is the modern Parson Drove:



In the 20th Century this separation continued with the land between the settlements being largely dedicated to agriculture.

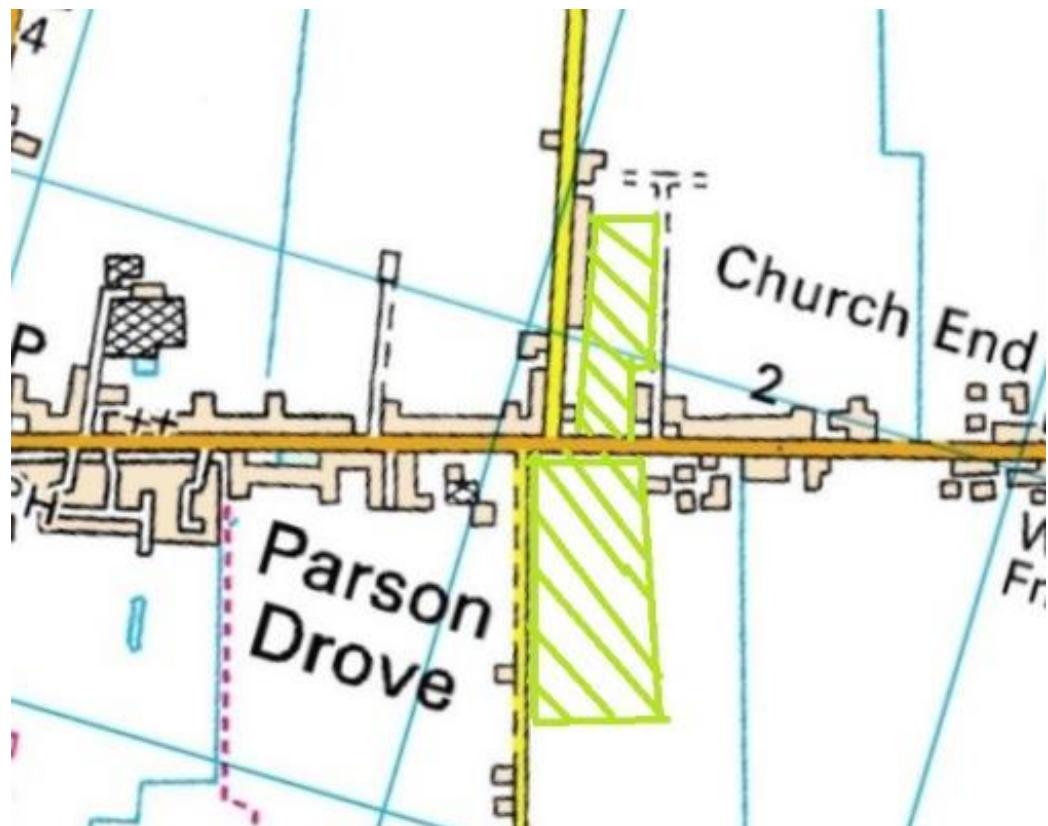
Parson Drove and Church End are listed as separate villages in Fenland's Settlement Hierarchy January 2013, however in the past 10 years, ribbon development along Main Road has steadily eroded the space. The first photograph below shows new development in Church End on the south side of Main Road viewed from Silvers Lane looking east; the second photograph shows new development in Parson Drove viewed from the same spot looking west.



The next photograph below shows the space between Meadow View and development in Church End on the north side of Main Road and to the east of Sealeys Lane.



This remaining space between the settlements comprises only a few hundred metres shown hatched in green on the plan below, and this separation must not be eroded any further.



There are strong reasons for stopping any further development of the land between Parson Drove and Church End:

- These two settlements are classified as separate villages with different places on the settlement hierarchy – Parson Drove is a Limited Growth Village while Church End is classified as an ‘Other Village’.
- Consultation within the two communities showed a very strong desire to retain this gap with 82% of respondents wishing to keep the open fields between Parson Drove and Church End.
- There are three listed buildings in Church End. The views of two of them, Yucca Farm (Grade II) and the Church of John the Baptist (Grade II*), will be directly affected by any further development on the north side of Main Road.

Appendix C

Back Road Murrow

There has been a significant amount of development along Back Road Murrow even though the road itself is only wide enough for a single vehicle and there is no footpath. Vehicles passing one another use the verge with the resulting ruts and puddles as can be seen in the photograph below.



There is generally room to establish a footpath but developers do not provide even a section of footpath covering the frontage of the new homes they have built.

Parson Drove Neighbourhood Plan

Draft Decision Statement (Reg. 19)

21 May 2020

Fenland District Council

1. Purpose

- 1.1. This Decision Statement has been prepared and published in accordance with Regulation 19 of the Neighbourhood Planning Regulations 2012 (as amended). This statement sets out the Council's decision to formally make the Parson Drove Neighbourhood Plan, and the reasons for this decision.
- 1.2. This decision has been taken by Council, in accordance with the Council's constitution. The Parson Drove Neighbourhood Plan, the Decision Statement and Examiner's Report are published on the Council's website. Paper copies may be inspected at *Fenland Hall, County Road, March, Cambs, PE15 8NQ*, during normal opening times. Please refer to the Council's website for details.

2. Background

- 2.1. The Parson Drove Neighbourhood Area was designated by Fenland District Council (FDC / the Council) in January 2015.
- 2.2. The Parson Drove Neighbourhood Plan (the Plan) and supporting evidence documents were submitted to FDC by Parson Drove Parish Council on 03 September 2019.
- 2.3. The Council published the Plan for a period of six weeks from 05 September to 17 October 2019. Following this publication period, the Council submitted the Plan for independent examination.
- 2.4. An independent examination was held in October and November 2019. The Plan was examined by Mr David Kaiserman BA DipTP MRTPI of Trevor Roberts Associates. The examination was carried out through written representations. No public hearing session was required.
- 2.5. The examiner considered that, subject to applying his recommended modifications, the Parson Drove Neighbourhood Plan makes appropriate provision for sustainable development, has appropriate regard to national policy, and is in general conformity with the strategic policies in the development plan. In addition, the examiner concluded that there is no evidence to suggest the Plan is not compatible with EU obligations, including human rights requirements.
- 2.6. Where modified in accordance with his recommendations, the examiner concluded that the Plan meets the basic conditions¹ and recommended it proceed to referendum.

¹ As set out in paragraph 8(2) of Schedule 4B of the Town and Country Planning Act 1990 (as amended)

3. Decisions and reasons

- 3.1. In December 2019, the Council published its R18 decision statement explaining the actions which would be taken in response to the recommendations of the examiner, including the modifications which would be applied to the draft plan.
- 3.2. Based on the examiner's findings and recommendations, the Council is satisfied that the Parson Drove Neighbourhood Plan (Referendum Version), meets the basic conditions and is otherwise legally compliant.
- 3.3. The Council held a referendum on Thursday 27 February 2020. As recommended by the Independent Examiner, the boundary of the Parson Drove Neighbourhood Area formed the referendum area. The referendum ballot asked the following question:

"Do you want Fenland District Council to use the Neighbourhood Plan for Parson Drove to help it decide planning applications in the neighbourhood area?"

- 3.4. The referendum results were:

	Votes recorded	Percentage
Number cast in favour of a Yes	272	84.74%
Number cast in favour of a No	49	15.26%
Rejected ballots	0	0.00%
Total	321	100.00%

- 3.5. As the Parson Drove Neighbourhood Plan was supported by the majority of voters, the Town and Country Planning Act (1990) (as amended) requires the plan must be formally 'made' by Fenland District Council as soon as reasonably practicable after the referendum is held. Consequently, the plan is made by Fenland District Council's Cabinet at its meeting of 19 March 2020.
- 3.6. As a made plan, the Parson Drove Neighbourhood Plan forms a part of the Development Plan for Fenland.

4. Summary

- 4.1. Fenland District Council considers that the Parson Drove Neighbourhood Plan (Referendum Version) meets the basic conditions and other legal requirements, and was supported by the majority of voters at referendum. The plan is now formally made by Fenland District Council and will be used in making planning decisions.

Agenda Item No:	7
Committee:	Cabinet
Date:	19 March 2020
Report Title:	My Fenland Progress Update



1 Purpose / Summary

The purpose of this report is to provide Cabinet with an update on progress relating to the My Fenland Transformation Programme. The My Fenland Programme focusses on modernising the way the Council delivers key aspects of services to our customers, ensuring we are putting the customer journey first and providing the best possible customer experience.

2 Key issues

- This is an opportunity for Fenland and a chance for the Council to further improve its customer focussed approach to service delivery.
- Our customers are telling us both directly and indirectly, that they want to access services in a manner of their choice and at a convenient time for them, rather than predominantly via the current traditional face-to-face model.
- At their peak in 2005 the Customer Services One Stop Shops served in excess of 195,000 customers face to face. This had reduced to 32,000 in 2019, a reduction of over 84% in 14 years. In the same time period however the number of hits to the Council's website has increased from 90,000 to 650,000 an increase of 622%
- During the same time frame there have been great advances in technology, which can enable customers to access services independently, 'self-serving' which in turn releases staff capacity and realises cashable savings.
- A key milestone for the My Fenland project is the implementation of Phase 1. Phase 1 of the project draws together the administrative and customer focussed roles from Customer Services with back office teams within the Communities, Environment and Leisure Support Team and the Economic Growth and Assets teams in to a combined team to allow for improved and cohesive service delivery. Job roles are not anticipated to change significantly within this first phase to allow for continued business continuity.
- Following on from the initial phase it is anticipated that within Phase 2 roles will be updated and adapted from later in 2020.

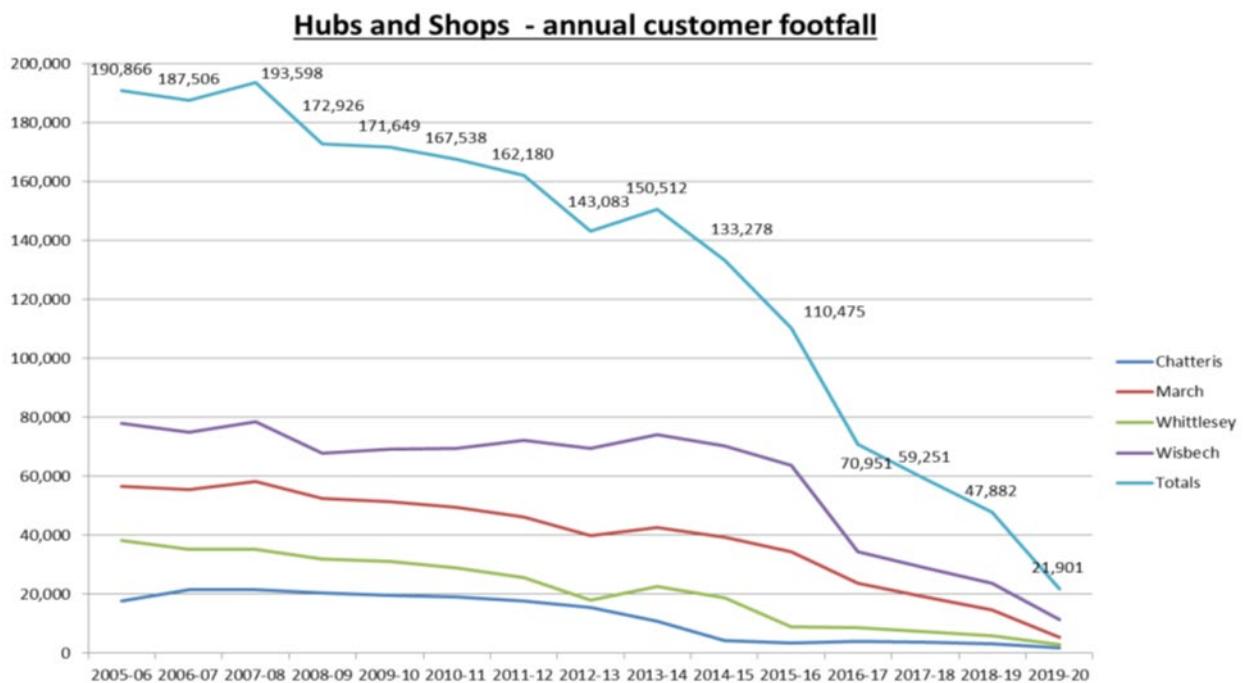
3 Recommendations

For Cabinet to note the progress of the 'My Fenland' programme to date and endorse the activities contained within phases 1 and 2 of the programme.

Wards Affected	All
Forward Plan Reference	N/A
Portfolio Holder(s)	Cllr Steve Tierney – Portfolio Holder for Transformation
Report Originator(s)	<p>Peter Catchpole – Corporate Director and Chief Finance Officer</p> <p>Anna Goodall – Head of Governance, Legal and Customer Services</p> <p>Sam Anthony – Head of Human Resources and Organisational Development</p> <p>David Wright – Communications Manager</p>
Contact Officer(s)	<p>Paul Medd – Chief Executive</p> <p>Peter Catchpole – Corporate Director and Chief Finance Officer</p> <p>Anna Goodall – Head of Governance, Legal and Customer Services</p> <p>Sam Anthony – Head of Human Resources and Organisational Development</p> <p>David Wright – Communications Manager</p>
Background Paper(s)	

1. Background

- 1.1. The Council's dedicated Customer Service team has been in place since 2004. This service has seen a number of structural and operational reviews and the nature of work delivered to our customers has changed.
- 1.2. At their peak in 2005 the Customer Services One Stop Shops served in excess of 195,000 customers face to face. This had reduced to 32 000 in 2019, a reduction of over 84% in 14 years. In the same time period however the number of hits to the Council's web site has increased from 90,000 to 650,000 an increase of 622%



- 1.3. The indicative average costs per transaction type are as follows; Face to face £8.62, Telephone Contact £2.63 and each Web Transaction 15p.
- 1.4. The Council itself has also seen fundamental changes over the past 10 years, which also have changed the scope and the nature of the services it provides. As a result, the Council has a number of customer facing teams across the organisation. These teams include:
 - Customer Services (Customer Service Centres,CSC, and Contact Centre, CC)
 - Communities, Environment and Leisure Support Team
 - Business Premises Admin Support Team
 - Business Premises reception
 - Admin Support Team in Engineers and Assets
- 1.5. Consequently customers direct their enquiries to different teams within the Council. There are more efficient ways of working available if these teams have a common purpose to jointly transact the different administrative tasks that are currently being

undertaken separately. An initial review of customer facing services has revealed a number of issues which will be addressed as part of the My Fenland transformational programme. Those issues include

- A significant volume of manual processing undertaken by each team.
- The customer entry point is not always clear.
- A need to improve resilience and a better support to technical and professional services in order to improve our service to customers.
- How to access our customer services is not well published.
- There are approximately 15 different IT systems in operation and we can better assess how we are currently utilising technology to serve our customers better.
- Customers at our One Stop Shops are taken through manual process in person; through an online form and not currently signposted to electronic channels.
- There are two customer access points at The Boathouse, Wisbech, which causes confusion for customers. As a result the Business Reception staff at the Boathouse currently greets One Stop Shop (OSS) customers when they come into reception, and then direct them back outside the building and round the corner to go into the OSS.
- Our One Stop Shop staff currently have a proportion of unproductive time waiting for customers, with limited scope to undertake extra work; meanwhile other 'back office' administration teams who also deliver direct services to the public are currently carrying vacancies, experiencing capacity issues.

1.6. The My Fenland Programme was established as a means of reviewing all services and processes to ensure customers are at the heart of any future approach to delivering services. In addition another key objective of the programme is that we make the best use of the technology available to ensure the efficient delivery of services whilst also providing customers with a greater choice about how, when and where they are able to access services.

2. Progress

2.1. The My Fenland Programme has been separated into 3 distinct implementation phases. This is to ensure the various projects contained within the programme are effectively managed. It is also vital to ensure that the changes this programme will result in are communicated to our customers and staff to ensure engagement and understanding.

2.2. Phase 1

2.3. The delivery stage of the My Fenland project has now begun with the appointment of temporary project posts, including; the Implementation Manager, Business Improvement Officers and Web Administrator.

2.4. The first key milestone for My Fenland will be as early as possible in Summer 2020 when the My Fenland Team will commence working together. Phase 1 will consolidate all the services identified in paragraph 1.3 above, into one 'My Fenland' customer team and all customer service activities will be incorporated in this move.

This is an important step and will help staff to identify as part of 'My Fenland' and become one cohesive customer focussed team. This move will further build in resilience, eliminating single points of failure as well as building on the Council's 'One Team' culture.

- 2.5. As with previous change processes, we will support staff through a carefully planned programme from April 2020. This will be supplemented by team briefings, training and communications. The support programme will include a series of workshops focussing on how staff engage with and effectively manage change in addition to positive mindset training.
- 2.6. This phase will ensure that customers no longer have to identify which team to contact for the majority of services, as the services contained in phase 1 will be accessed from the new My Fenland Team.
- 2.7. It is also important to note that Phase 1 will not include any staff restructures. Clear, regular and consistent communication with staff will be imperative to ensure success and is being carefully planned to ensure key messages are delivered in a managed, timely way.
- 2.8. There are currently 46 posts (Inc. vacant posts) within Customer Services, the Business Premises & Assets Technical team and the Environmental Services Support team, comprising full-time and part-time roles.
- 2.9. During Phase 1 the My Fenland team will be managed by the Customer Services Manager and supported by the Implementation Manager in addition to the Head of Service for Governance, Legal and Customer Services and the Head of Human Resources and Organisational Development. An additional supervisor will be employed for six months to support this wider team.
- 2.10. In addition to staff management and office moves, Phase 1 will also focus on identifying and implementing the technology needed to improve the service the Council is able to provide to its customers and to make those services more efficient particularly for high demand services. They have been prioritised due to the benefits that they will bring to this transformation programme. Once implemented, each new process will release capacity.
- 2.11. During the summer we will introduce PayPoint / Post Office Pay facilities across the district. This will be a substantial improvement for our customers as it will significantly increase the number of venues customers will be able to pay a council bill by cash or card, as any Paypoint facility can be utilised, therefore increasing accessibility in a rural area. The implementation of Paypoint will be a major catalyst for meaningful changes as customers will no longer need to come into a Council building to pay a bill by cash or card and therefore customer footfall is anticipated to reduce further, releasing staff capacity.
- 2.12. Phase 2 will include the ability to adapt to changes to customer behaviours that might result from the benefits to customers of Paypoint for cash or card transactions.

2.13. We are also seeking to implement a link between the Bartec 'In Cab' software, which is in the refuse Lorries and ensures the refuse teams know which bins to collect and which households require assisted collections, and the Council website.

2.14. The potential introduction of the integration between Bartec and the website will enable customers to self- serve, via our website. We will use this initially to focus on activities like reporting a missed bin, ordering a new or replacement bin, which are high demand service requests. Again, we know that our current processes are not as efficient as they could be, being labour intensive. This introduction will ultimately reduce the number of calls to the contact centre and face-to-face visits, as customers will also be able to self-serve updates to their request, effectively managing their expectations and further freeing up existing resources.

2.15. An upgrade to our contact centre telephony software will enable us to route all customer contacts including calls, emails and web chat via one central 'My Fenland' team, better supporting customers to utilise the website as well as enabling more effective tracking and monitoring of customer transactions in a more efficient way. This will facilitate enhanced performance monitoring, in turn delivering a better experience at the point of access. The upgrade will also introduce light touch Customer Relationship Manager (CRM) software, which will enable greater consistency, transparency and a reduction of the customer having to repeat information on multiple occasions. This will provide us with data about how and why customers contact us to help forecast future demand, project future staffing levels and manage website developments proactively.

2.16. The introduction of further links between the website and back office systems will be further considered to allow customers to self-serve in relation to services such as licensing, building on the successful launch of this service by Private Sector Housing for the Licensing of Houses of Multiple Occupation (HMO's).

2.17. The implementation of the above technology will result in a stepped change regarding how the majority of our customers access services as well as the response they receive, which will free up staff capacity in preparation for Phase 2 of the My Fenland Programme.

2.18. **Phases 2 & 3**

2.19. Phase 2 of the 'My Fenland' Programme will concentrate on customer interactions and activities, and all opportunities for customers to access services how, where and when they chose across different service teams, looking at opportunities for streamlining.

2.20. The programme will seek to realise the benefits of the technology implemented during phase 1 as this will undoubtedly release staff capacity as customers migrate towards the website, where appropriate.

2.21. As a result of the investment in technology and anticipated further changes in customer behaviour, we will be in a position to undertake an analysis of the assets and resources required to deliver the future functions of the service. A further review of how the OSS and CSC's are utilised will also take place to ensure opening hours reflect customer demand.

3. Finances/ Savings

In anticipation of the My Fenland project, the Council has a number of vacancies in teams that it has not permanently recruited to which due to the changes outlined above will not be necessary in future. This will produce the savings set out in Phase 1 below, even after these savings are offset by the cost of the temporary posts referred to in section 2. With the roll out of the project through future phases, it is estimated that further savings will be possible as set out below. These figures are indicative at this time and Members will be updated on progress as the Council moves through this project.

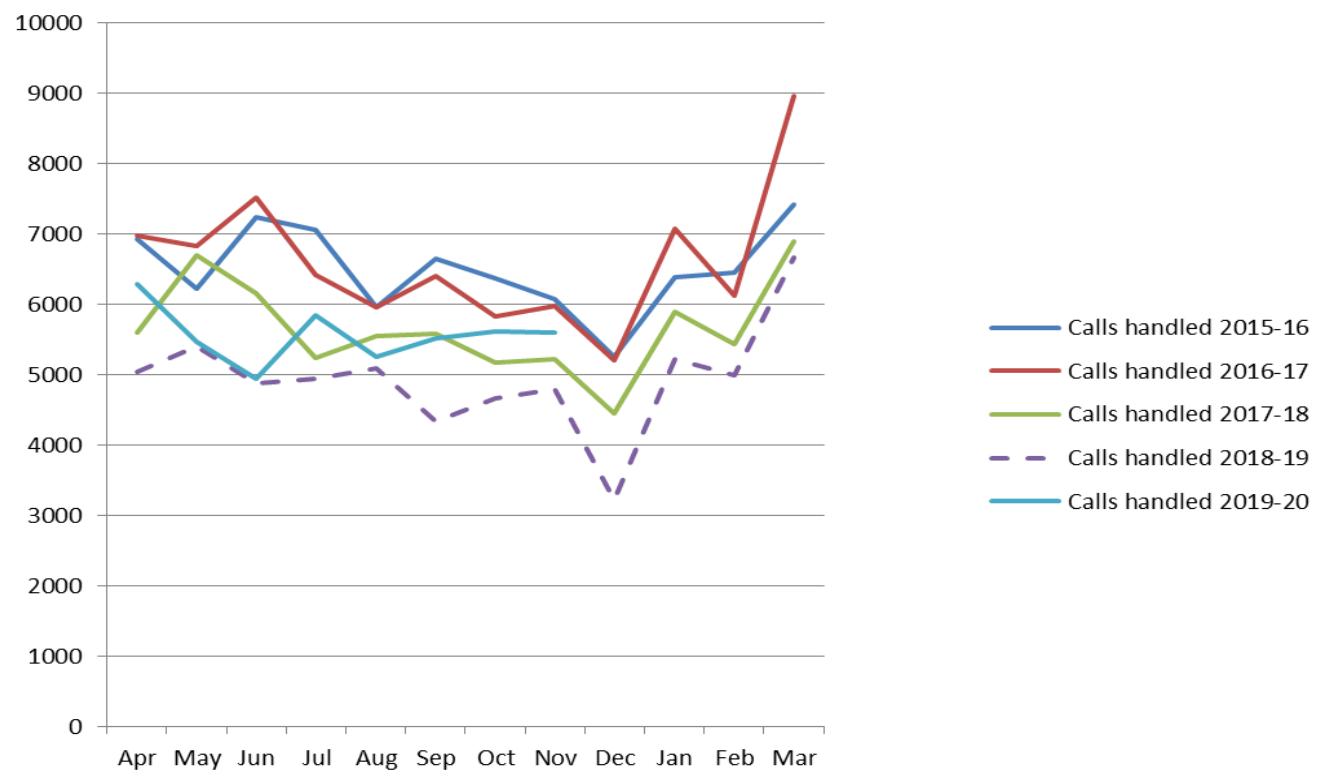
	2020/21	2021/22	2022/23	2023/24	2024/25
Phase 1 Net Saving	£9,234	£115,298	£115,298	£115,298	£115,298
Phase 2 Net Saving	£148,269	£296,538	£296,538	£296,538	£296,538
Annual Total Net Saving	£157,503	£411,836	£411,836	£411,836	£411,836
Cumulative Total	£157,503	£569,339	£981,175	£1,393,011	£1,804,847

4. Summary / Benefits

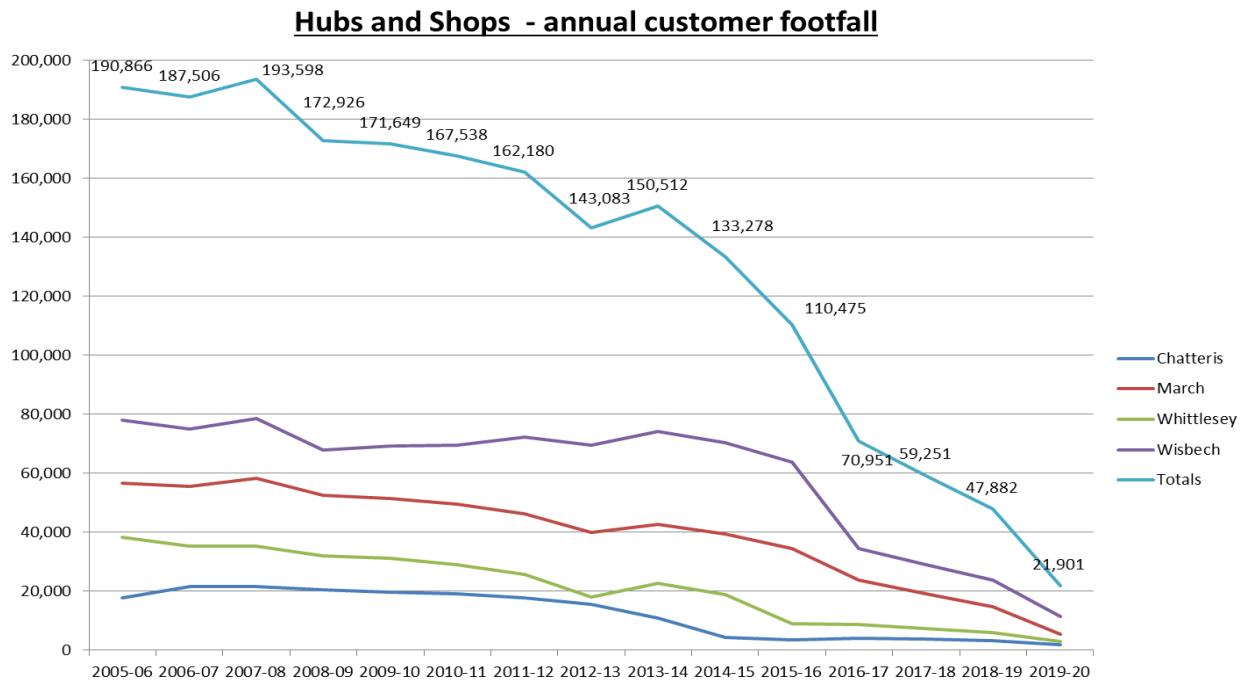
4.1. There will be clear benefits associated with this proposed delivery model:

- An improved customer experience
- Supportive environment for teams to integrate into My Fenland
- Enable better working 'right first time' service for the customer
- Smarter ways of working
- A more joined-up approach across the organisation
- Improved compliance with GDPR responsibilities
- Streamlining process and stages
- Improving services, driving down costs
- Increased number of locations accepting cash/ card payments for bills
- Better consistency and a more consolidated customer service
- The opportunity to explore and introduce new technology to streamline and facilitate the customer journey (where appropriate)
- Better resilience for all such teams, and therefore a more consistent and effective customer service
- Integrating a range of discreet/defined services in to the 'My Fenland' team, as a single point of contact and delivery
- Better staff attraction and retention
- Better learning and development opportunities.
- Releasing capacity within existing teams and utilising this capacity to improve the customer experience

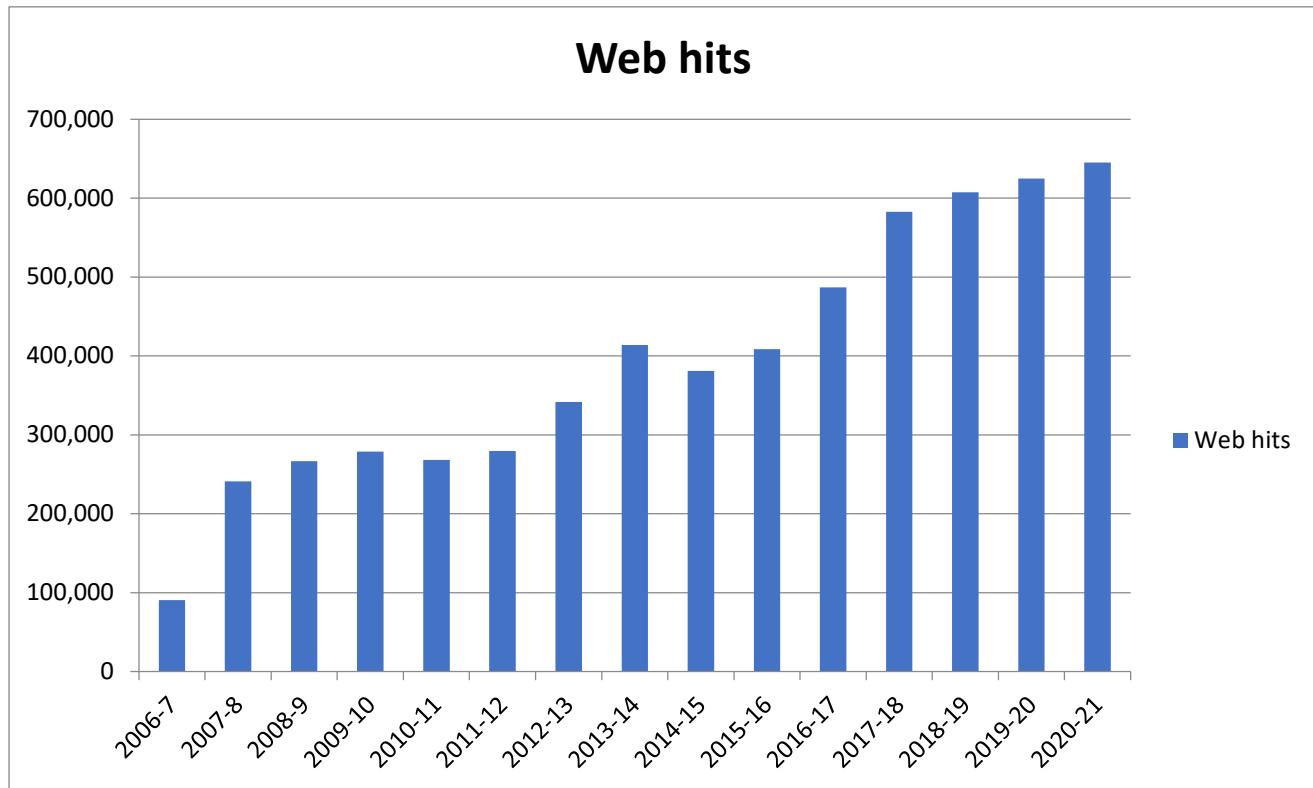
5. Appendix 1 Contact Centre Annual calls Handled



7 Appendix 2 Community Hub and Customer Service Centre Annual Footfall



7. Appendix 3 Web Hits annual figures



8. Appendix 4 Pay- Point Locations

In addition to the information contained within the table below regarding the proximity of Paypoint locations across each of the Parishes within Fenland, there are also

Currently 4 Paypoint locations within Chatteris

6 Paypoint locations within March

3 Paypoint locations within Whittlesey

15 Paypoint locations within Wisbech

Parish	Closest Store distance in miles (One way)	Current Distance in miles to closest Fenland District Council Offices (One way)	Closest Store	Address
Benwick	6.5	7.4	Limat Stores	48 High Street, Chatteris
Chatteris	0.03	0.03	Nisa Local	5 Park Street, Chatteris
Christchurch	7.3	8.4	The Co-operative Food	Badgeney Road
Doddington	0.9	6.0	Sisco Service Station	46a Doddington Road
Elm	1.23	3.0	Costcutter	140 Elm Road
Gorefield	2.0	3.8	Leverington Stores	Church End
Leverington	0.03	2.0	Leverington Stores	Church End
Manea	0.07	6.4	One Stop	1 Park Road
March	0.08	0.08	David's Newsagents	9 High Street
Newton-in-the-isle	2.7	4.6	Leverington Stores	Church End
Parson Drove	4.1	7.2	McColls	McColls Hillgate
Tydd St Giles	3.5	6.3	Sutton St James Conv. Store	57-59 Chapelgate
Whittlesey	0.04	0.04	Co-op - Whittlesey	763 Blunts Lane
Wimblington	0.47	4.7	Sisco Service Station	46a Doddington Road
Wisbech	0.18	0.18	Premier Store	195-197 Norwich Road
Wisbech St Mary	3.8	4.0	Leverington Stores	Church End

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Agenda Item 8

DRAFT 6 MONTH CABINET FORWARD PLAN – Updated 05 March 2020



(For any queries, please refer to the published forward plan)

CABINET

CABINET DATE	ITEMS	LEAD PORTFOLIO HOLDER
23 Apr 2020	1. March Future High Street Fund Update 2. Cabinet Draft Forward Plan	Cllr French Cllr Boden
21 May 2020	1. Coates Conservation Area Appraisal 2. Homelessness Action Plan 3. Cabinet Forward Plan	Cllr Seaton Cllr Hoy Cllr Boden
TBC June 2020	1. Annual Report 2019/20 2. Treasury Management Annual Report 2019/20 3. Financial Outturn Report 2019/20 4. Cabinet Forward Plan	Cllr Boden Cllr Boden Cllr Boden Cllr Boden
TBC July 2020	1. Draft Local Plan 2. Cabinet Forward Plan	Cllr Laws Cllr Boden
TBC Sept 2020	1. Cabinet Forward Plan	Cllr Boden

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Agenda Item 10

By virtue of paragraph(s) 1, 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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