

AGENDA

OVERVIEW AND SCRUTINY PANEL

TUESDAY, 24 MARCH 2020

1.30 PM

**COUNCIL CHAMBER, FENLAND HALL,
COUNTY ROAD, MARCH PE15 8NQ**

Committee Officer: Linda Albon
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- 1 To receive apologies for absence.
- 2 Previous Minutes. (Pages 3 - 12)

To confirm and sign the minutes of the meeting of 10 February 2020.
- 3 To report additional items for consideration which the Chairman deems urgent by virtue of the special circumstances to be now specified.
- 4 Members to declare any interests under the Local Code of Conduct in respect of any item to be discussed at the meeting.
- 5 Update on previous actions. (Pages 13 - 20)

Members to receive an update on the previous meeting's Action Plan.
- 6 Review of Clarion

Members to receive a presentation from Clarion.
- 7 Update on CPCA Growth Service and impact on Economic Development in Fenland

To receive an overview of the CPCA Growth Service.

8 Progress in Delivering the Transformation and Communication Portfolio 2019-2020
(Pages 21 - 40)

This report sets out the Council's progress in delivering the Transformation and Communication portfolio.

9 Future Work Programme (Pages 41 - 46)

To consider the Draft Work Programme for Overview & Scrutiny Panel 2020/21.

10 Items which the Chairman has under item 3 deemed urgent.

Monday, 16 March 2020

Members: Councillor A Miscandlon (Chairman), Councillor A Hay (Vice-Chairman), Councillor G Booth, Councillor A Bristow, Councillor M Cornwell, Councillor M Humphrey, Councillor D Mason, Councillor M Purser, Councillor R Skoulding, Councillor D Topgood, Councillor Wicks and Councillor F Yeulett

OVERVIEW AND SCRUTINY PANEL

MONDAY, 10 FEBRUARY 2020 - 1.30 PM



PRESENT: Councillor A Miscandlon (Chairman), Councillor A Hay (Vice-Chairman), Councillor G Booth, Councillor Mrs S Bligh (Substitute), Councillor M Cornwell, Councillor M Humphrey, Councillor D Mason, Councillor M Purser, Councillor R Skoulding, Councillor D Topgood and Councillor Wicks

APOLOGIES: Councillor A Bristow and Councillor F Yeulett

OFFICERS IN ATTENDANCE: Anna Goodall (Head of Governance and Customer Services), Izzi Hurst (Member Services & Governance Officer), Alan Boughen (Safer Fenland Partnership Development Officer), Amy Brown (Deputy Monitoring Officer), Peter Catchpole (Corporate Director and Chief Finance Officer), Dan Horn (Head of Housing & Neighbourhood Services), Carol Pilson (Corporate Director and Monitoring Officer) and Annabel Tighe (Head of Environmental Health and Compliance Manager)

GUESTS: Liz Robin (Director of Public Health) and Inspector Ian Lombardo (Cambridgeshire Constabulary)

ALSO IN ATTENDANCE: Councillor C Boden, Councillor Mrs J French, Councillor P Murphy, Councillor C Seaton, Councillor S Tierney and Councillor Mrs S Wallwork.

OSC36/19 PREVIOUS MINUTES.

The minutes of the meeting of 13 January 2020 were confirmed and signed.

OSC37/19 UPDATE ON PREVIOUS ACTIONS.

Members were provided with an update on the status of actions raised at previous meetings of the Overview and Scrutiny Panel.

Councillor Booth suggested that in relation to Action 1, there is still work to be carried out on the formatting of reports.

Councillor Mason stated that in relation to Action 5, the member briefing note is still outstanding.

OSC38/19 HEALTH AND WELLBEING STRATEGIC PRIORITIES.

Members considered the Health and Wellbeing Strategic priorities report presented by Councillor Mrs Wallwork.

She introduced members to Liz Robin (Director of Public Health) and welcomed her to today's meeting.

Members asked questions, made comments and received responses as follows;

1. Councillor Purser highlighted the varying types of mental health issues with some being of a very complex nature. He stated that many parents do not have the professional knowledge

to detect these issues and early detection is paramount to the appropriate treatment. He asked what provisions and services are available to detect mental health problems and resolve them. Councillor Mrs Wallwork stated that in her professional opinion, family involvement is key to young people's mental health as usually parents are the first point of delivery of children's needs. She stated that the services are out there and whilst detection is important, the wider issue is the availability and suitability of these services. She highlighted that currently there is a minimum of 6-8 months waiting time for most mental health services.

2. Councillor Mrs Wallwork reminded members that whilst the Council do not deliver these services, there are various mental health services and referral routes available for residents including one which works alongside the whole family. She stated that the help is there however the need of these services outweigh their availability due to the growing number of patients.
3. Councillor Purser asked what assistance is given to individuals whose issues start at home. Councillor Mrs Wallwork confirmed that other services feed into one another. For example, in domestic violence cases the Police automatically feed into the relevant education provider. She stated that further work needs to be taken to engage with individuals that are not flagged up by services, in particular young adult men who have suicidal thoughts do not always engage with the necessary support and further focus needs to be given to this.
4. Councillor Mason stated that the report contains lots of figures highlighting the health inequalities across Fenland. He asked what progress is being made on improving these figures and what new ideas are being pursued in actions that have not been successful to date. Carol Pilson explained that the Council's Health & Wellbeing strategy has been developed to support other service partners in tackling these problems. She explained that the report captures the large number of health systems and structures available including the Clinical Commissioning Group (CCG) and the new Primary Care Networks (PCNs) and the Council's role is focused more on prevention work. She stated that the Council can assist via their environmental health, leisure and planning services to contribute support to other health partners to improve these statistics. She added that some of the Council's most impactful work has been in relation to the 'Active Fenland' project as this engages with individuals that face health problems such as obesity and provides an accessible service to them as well as educating them on longer-term solutions.
5. Councillor Mason stated that neighbouring authorities, such as South Cambs District Council, have much lower deprivation than Fenland and asked what can be learnt from them. Councillor Mrs Wallwork explained that the Council need to be realistic in its expectations on tackling deprivation and focus needs to be given on educating the younger generation to avoid long term issues continuing for generations to come.
6. Liz Robin explained that South Cambs District Council have made a long standing commitment to health and wellbeing and perform well against similar authorities. She stated that the Council needs to consider and compare against areas with similar social demographics rather than neighbouring authorities. She explained that Fenland does have a high health need and all partners within Cambridgeshire and Peterborough are committed to ensuring that this need is factored into the distribution of resource. The district's needs are included in the Cambridgeshire and Peterborough Health and Wellbeing strategy with Wisbech being highlighted as an area with a high level of heart disease. She hopes that this targeted approach will enable practical measures to be implemented which will eventually improve these statistics.
7. Councillor Cornwell stated that there are many tiers of organisations and structures within the region including the newly formed PCNs. He asked where these will be located and are they delivering currently. Carol Pilson explained that the PCN initiative is being rolled out over the next 3 years with Wisbech being used as a trial area. Work will be undertaken to establish priorities in order to formulate a focused action plan for GP surgeries. She agreed to circulate to members the proposed PCN boundary maps.
8. Councillor Cornwell stated that whilst the Council are not a health authority, are they engaging with and influencing delivery partners. Carol Pilson confirmed that the Council

work hard to establish strong working relationships with partners and ultimately educate the health system on the support district councils can offer.

9. Annabel Tighe confirmed that she and Councillor Mrs Wallwork are working hard to establish connections with senior members of these organisations to see if they will commission the Council to undertake some of their preventative work.
10. Councillor Miscandlon asked if the Council can align with other local authorities in relation to this. Councillor Mrs Wallwork reiterated that the health system is not 'one-team' and therefore whilst the Council can try and establish relationships with members of other organisations, there cannot always be a cohesive approach.
11. Councillor Mrs Wallwork explained that whilst the Council have established links within the health service, as new schemes are set up it is not as easy to get involved in these new services. She welcomed suggestions from members on how this can be improved.
12. Carol Pilson agreed and highlighted that the Cambridgeshire and Peterborough CCG recently attended an All-Members seminar. She confirmed that the Council are actively involved in the PCN work and both she, Councillor Mrs Wallwork and Annabel Tighe are committed to making connections with the relevant partners and building on existing relationships.
13. Councillor Wicks explained that the Whittlesey PCN links with South Peterborough which is not a cohesive approach as these are two very different environments with one being a rural area and the other urban. Carol Pilson confirmed that the Council had lobbied at the time for a cohesive approach to PCNs to ensure all communities were correctly represented and stated that at the recent All Member Seminar with the CCG, the geographical boundaries of the PCNs had been discussed.
14. Councillor Miscandlon stated that the CCG had confirmed that they would be reconsidering the structure of PCNs.
15. Councillor Cornwell asked if the PCNs are based on the location of GP Practices. Carol Pilson confirmed this.
16. Councillor Cornwell stated that there has previously been a reluctance to understand the work undertaken by local authorities in relation to health and wellbeing and how the systems work surrounding local government. Liz Robin responded that the Health and Wellbeing strategy aims to lay out how local authorities and the health service can work together in a practical way to tackle issues. She highlighted that the CCG had undertaken a health assessment on rough sleepers and worked with the Council's Trailblazer project in relation to tackling homelessness through local authority work. She added that the Health and Wellbeing Board are keen to support and endorse the work of district councils to ensure a cohesive approach is taken with practical outcomes.
17. Councillor Hay asked if the GP Practices in Chatteris would be part of a PCN. Carol Pilson confirmed that all GP surgeries will be included.
18. Councillor Hay praised the local 'Mental Health Crisis Concordat' and asked if this is working successfully. Liz Robin explained that the service allows access to the mental health crisis team via the 111 emergency services phone line. She stated that the service is available in Wisbech and there has been a reduction in the number of patients experiencing mental health crises visiting A&E. She stated that suicide rates can be difficult to monitor as they are statistically lower than deaths by other causes and whilst it is difficult to assess a significant change in these numbers, the number of cases is not rising as it has in recent years. She confirmed that the NHS is working alongside the media, coroner and Public Health in relation to this.
19. Councillor Mrs Bligh highlighted that social media can cause a number of mental health issues and asked what work is being undertaken to tackle this. Councillor Mrs Wallwork confirmed that all social media platforms have reporting methods in place however young people do not always engage with the services available. She reiterated that both schools and parents are key in flagging up mental health issues in young people and whilst mental health services are not within the Council's remit, support can also be offered by members to their wider community.
20. Councillor Booth recommended that whilst the Council cannot deliver on many health

services, they can directly influence the responsible authorities.

21. Councillor Booth stated that he had heard reports the Cambridgeshire County Council are considering increasing the rates charged to pre-schools operating from their premises and this will have a wider effect on the early learning educational needs of the district's children. Councillor Mrs Wallwork stated that she was not aware of this report.
22. Carol Pilson highlighted that 4.1 of the report shows the direct impact of the Council's work on health and wellbeing including the Active Fenland project. She stated that the Council must continue to align with the appropriate authorities to impact this further. Liz Robin agreed and highlighted that members can influence the health and wellbeing of their district via policy setting in relation to services such as licensing and housing. She reiterated that council policies are very important in improving the health and wellbeing of an area.
23. Councillor Mason stated that the Council must ensure it has adequate signposting for users to the services available. Councillor Miscandlon agreed.
24. Councillor Cornwell agreed that the Council have an important role in the health and wellbeing of the district and stated that the Council's leisure service should operate alongside the health and wellbeing strategy as this can greatly influence the wellbeing of residents. Councillor Mrs Wallwork agreed.
25. Councillor Wicks stated that the district has locations within both the Cambridgeshire and Peterborough CCG and West Norfolk CCG and asked if the Council engage with both of these entities. Carol Pilson confirmed that both CCGs are considered as part of the service planning process and agreed to focus on strengthening the relationship between the Council and both CCGs.
26. Councillor Booth asked if media reports stating that the smoking rate in Fenland has reduced were correct and if so, why has this not been reflected in the report. Liz Robin explained that a sample survey in 2017 had shown that Fenland had a lower smoking rate than Cambridge city however a survey carried out in 2018 showed Fenland as having a higher rate however both surveys had not shown a statistically significant difference from the national average. She confirmed that data received from GP surgeries in Wisbech show a high rate of smoking in the town and a draft smoke-free strategy is being formulated and focus will be given to this as part of the Wisbech 2020 initiative. She added that Public Health is also focused on reducing the smoking rate across the district.
27. Councillor Booth asked when the draft smoke-free strategy will be completed. Liz Robin confirmed that counselling services, campaigns and support are all available currently within Fenland. A campaign has recently been developed to target the diverse population of Fenland and further work will be undertaken with GP's as part of the PCN work.
28. Annabel Tighe explained that work has been ongoing for some time and members will be updated on the progress of this. She explained that the Council have undertaken work with local businesses as well as Trading Standards in relation to the sale of illicit tobacco. She confirmed that the Council's environmental health team have undergone training in relation to detecting illicit tobacco and will continue to build the profile of this. She reflected that this is an area in which partnership work has been very successful.
29. Councillor Mrs Bligh highlighted the statistic in the report which states that 25% of women in Wisbech smoke during pregnancy and asked if literature was available for non-English speaking women. Councillor Mrs Wallwork confirmed this and added that translators are used to promote this message too.

Members thanked Liz Robin for her attendance at today's meeting.

The Overview and Scrutiny Panel received and commented on the draft Cambridgeshire and Peterborough Health and Wellbeing Strategy and commented on the proposed key priorities for the Fenland Health and Wellbeing Strategy 2020-23.

OSC39/19 FENLAND COMMUNITY SAFETY PARTNERSHIP

Members considered the Health and Wellbeing Strategic priorities report presented by Councillor Mrs Wallwork.

She introduced members to Inspector Ian Lombardo (Cambridgeshire Constabulary) and welcomed him to today's meeting.

Members asked questions, made comments and received responses as follows;

1. Councillor Miscandlon asked if the Police intend to continue with the community hub interface in Fenland. Inspector Lombardo confirmed that the Police will continue this line of engagement and hope to increase this throughout the coming year. He confirmed that members will shortly be invited to attend a meeting with the Police in relation to this.
2. Councillor Booth highlighted that the Council had previously attended community meetings in the district's villages alongside the Police and asked for commitment that the Council would revert back to this process, as over recent months there has been no representation from them. Dan Horn explained that the Council try to consult with residents subject to the resource available and confirmed that the Council work closely with the Police and try to hold community events in town locations which the rural community visit too, such as supermarkets.
3. Councillor Booth reiterated that these community engagement events are held in the district's towns and as a result, the villages do not benefit. Councillor Mrs Wallwork explained that the resources are placed in locations with the greatest need however she agreed to review this.
4. Councillor Miscandlon stated that previously villages had been visited by the Police's mobile police station and asked if there were plans to reintroduce this. Inspector Lombardo confirmed that this approach is no longer taken however the Police are committed to increased public engagement in locations across the district.
5. Councillor Wicks asked what the Police's timeline is for improving the online reporting facility for criminal intelligence. Inspector Lombardo confirmed that work is ongoing in improving this service and members will be kept updated with the progress of this.
6. Councillor Wicks stated that previously Trading Standard's Little Book of Scams was available for residents and asked if this it still being circulated. Inspector Lombardo explained that this information is available online and work has been undertaken to engage with the older generation at community events to ensure the information reaches them. Councillor Mrs Wallwork confirmed that a small number of printed versions are still available but agreed to circulate the web link to members.
7. Councillor Hay referenced minute OSC40/18 and asked if the analysis of women offender's in Fenland had taken place yet. Councillor Mrs Wallwork explained that following a higher priority demand placed upon the Police and as a result of the introduction of a new multi-functional recording application, this analysis had not been completed. She confirmed that the partnership had discussed this work at the recent January 2020 meeting and agreed that the introduction of 'Essentials by Sue' (page 53 of the agenda pack) will reduce female offending in Fenland. She assured members that the level of female offending in Fenland was not significantly above the national average.
8. Councillor Mrs Wallwork confirmed that loan-sharks can increase the level of female offending, as females are most likely to fall victim to this crime, and confirmed that the Fenland Community Safety Partnership (FCSP) will be delivering training on this.
9. Councillor Mrs Bligh stated that the Police reports to parish councils do not contain enough information on crimes committed in the rural areas of the district. Inspector Lombardo explained that report intends to give an overview of the work being undertaken by the Police but the proposed community engagement meetings will focus on local areas and specifics of the crimes committed in these rural neighbourhoods. He added that the Police will also be setting up an email account which will circulate more detailed information to members.

10. Councillor Cornwell asked for further information in relation to 4.4 of the report. Dan Horn explained that there is a higher risk for younger drivers when driving at work.
11. Councillor Cornwell suggested that the training should include training for users of mopeds and motorbikes and the partnership should engage with those below the legal driving age to educate them early. Alan Boughen explained that the Cambs Drive iQ work is delivered by the Police and Crime Commissioner to sixth form students and focuses on improving hazard awareness and road safety which are transferable to both mopeds and motorcycles too.
12. Councillor Cornwell asked why Chatteris were not included in the Cambs Drive iQ work (page 60 of the agenda pack). Alan Boughen explained that all schools and education facilities were approached however Chatteris did not participate.
13. Councillor Booth praised the work with young drivers but requested that speeding offences are given a higher priority in the FCSP as there is a general community concern about speeding. He stated that whilst there are speed watch groups, they need the Police to support the enforcement action. Inspector Lombardo explained that the Police have recently recruited 15 special officers and they will be focusing on community concerns such as speeding. He explained that the Police collect speed data which allows them to target specific areas and take a focused approach on tackling speeding.
14. Councillor Wicks highlighted the non-statutory partners referenced in 3.3 of the report and asked if the FCSP engage with any other housing associations aside from Clarion. Dan Horn explained that Clarion is the largest provider of affordable and social housing in the district but the Council do work alongside other housing associations too.
15. Councillor Miscandlon asked if street drinking in Wisbech has reduced as referenced in the report (page 61 of the agenda pack). Councillor Mrs Wallwork confirmed that street drinking is declining however work is still ongoing in relation to the public perception of this as residents still believe it is an ongoing issue in Wisbech.
16. Councillor Miscandlon asked what other evidence is available to show that street drinking has reduced in Wisbech. Councillor Mrs Wallwork explained that the town now benefits from a day hub for street drinkers which is highly attended and has significantly improved the figures. She added that there has been successful partnership work to tackle street drinking with Police offering additional support where necessary.
17. Councillor Booth highlighted that street drinking is still a concern amongst the community and asked how reliable the Police and CCTV statistics are, as cases of street drinking may occur in areas not covered by cameras or police presence. Councillor Mrs Wallwork agreed that work is required to tackle the public perception of street drinking and explained that not all CCTV incidents are reportable to the Police. She stated that incidents that occur outside of CCTV coverage can also be picked up by other reporting methods. Dan Horn explained that street drinking involves a multi-agency approach and many teams are involved in the collection of this data, including the Police, CCTV and the Council's street cleansing team who feed information through to the multi-agency group.
18. Councillor Mrs Bligh asked that primary schools are included in the 'Essentials by Sue' campaign. Councillor Mrs Wallwork confirmed that primary schools will be contacted about this very positive campaign.
19. Councillor Booth asked why the 'Essentials by Sue' campaign is not included in the health and wellbeing strategy as its association to crime and the FCSP is incorrect. Inspector Lombardo explained that the campaign features in the FCSP due to the level of theft associated with sanitary products. Councillor Mrs Wallwork agreed to identify the cross overs contained in both reports.
20. Councillor Booth agreed as including it in the FCSP can stigmatise offenders of these crimes
21. Councillor Cornwell agreed that a cohesive approach needs to be taken in relation to the health and wellbeing strategy and the FCSP to ensure interaction between the two.
22. Councillor Skoulding asked if the Police provide first response to the other emergency services as the fire service do. Inspector Lombardo explained that the Police do provide first response where an ambulance is not available and as a result, officers are trained and carry advanced medical equipment on-board. He added that the Police and Fire Services attend

weekly co-ordination meetings too.

23. Councillor Skoulding highlighted an issue with parking outside of schools across the district. Inspector Lombardo agreed to raise this as a community concern with special officers.

Members thanked Inspector Lombardo for his attendance at today's meeting.

The Overview and Scrutiny Panel considered and noted; the current performance of the partnership for 2019/20, the themes chosen for 202/21 remain linked to the PCC plan namely supporting victims, stronger communities and reducing offending and the CCTV performance report for 2019/20.

OSC40/19 PROGRESS IN DELIVERING THE ENVIRONMENT CORPORATE OBJECTIVES 2019-2020.

Members considered the Progress in Delivering the Environment Corporate Objectives 2019-2020 report.

Members asked questions, made comments and received responses as follows;

1. Councillor Miscandlon asked for further information on the priorities and future initiatives contained within the report. Councillor Tierney explained that there a number of upcoming initiatives including delivery of the Wisbech High Street project, the National Waste and Resources Strategy, implementation of the Council's new environmental enforcement service and the delivery of the FCSP Action Plan.
2. Councillor Hay asked if the Council are still on target to maximise the National Lottery Heritage Funding for the 11-12 High Street, Wisbech project. Councillor Seaton confirmed that the project is on target and the developer is fully on board. He confirmed that the fund deadline is January 2021 however if required, the Council may be able to seek a small extension of time.
3. Councillor Booth referenced page 112 of the report and the assessment that the Council's street lighting contract is performing 'exceptionally well'. He asked what consultation had taken place to obtain this feedback. Carol Pilson explained that the service is performing well from a contract management point of view. Councillor Mrs French explained that further information on this would be provided to members at the Full Council meeting on Thursday 20 February 2020.
4. Councillor Booth stated that it must be clear in reports if statistics are the opinion of officer's or service users.
5. Councillor Booth asked that in future, the report contains the service level performance of the street lighting contract and should include feedback from service users.
6. Councillor Hay asked for an update on the environmental enforcement service in light of the Council's contract with Kingdom ending. Councillor Murphy explained that the Council are currently considering the options available to them and members will be kept updated.
7. Councillor Tierney assured members that cover is currently being provided by the Council's street scene officers alongside their existing work.
8. Councillor Hay asked for a timescale of the replacement service. Councillor Murphy confirmed that the Council hope to have a new service in place within the next 3-4 months.
9. Councillor Mason asked what questions will be included as part of the customer satisfaction survey referenced on page 131 of the report. Councillor Tierney confirmed that the survey is available to view on the Council's website.
10. Councillor Mason asked what the Council's approach is towards the disposal of food waste. Councillor Murphy confirmed that this information is contained within the survey and literature available on the website too. He added that the disposal of food waste is a priority of central government who are developing a waste and resources strategy. He confirmed that in Fenland, food waste must be placed in the residual bin.

11. Councillor Cornwell stated that he had heard reports that rural littering and graffiti have increased over the winter months. Councillor Murphy confirmed that there had been issues with graffiti in March recently however these had been reported and dealt with. Carol Pilson explained that there had been no reports from the Council's street cleansing team that rural littering had increased but agreed to look in to this.
12. Councillor Wicks asked if fly tipping has increased in rural areas following the new regulations surrounding recycling centres. Councillor Murphy confirmed that fly tipping had in fact reduced with over 200 less incidents this year.
13. Councillor Miscandlon commended the rapid response team's work. Councillor Murphy agreed and highlighted the successful prosecutions obtained by the Council in relation to fly tipping.
14. Councillor Miscandlon asked how the Council plan to mitigate the effects of climate issues in Fenland. Councillor Tierney explained that the Council aim to be as clean and green as possible. He confirmed that the Council have recently published their Environmental Statement of Intent and agreed to circulate this to members.
15. Councillor Miscandlon asked for an update on the levels of air pollution in the district's towns. Councillor Tierney explained that the air pollution is very low in Fenland and every test location was under the national average which is very positive. He agreed to circulate the Council's Air Quality Annual Status Report to members.
16. Councillor Booth asked if the Council have any plans to expand what is currently being recycled. Councillor Murphy stated that currently residents have a comprehensive range of recycling options available to them and until the government's future strategy is clear, the focus remains on capturing the maximum amount via the current systems.
17. Councillor Booth highlighted that the Council's recycling rate has remained static and asked if the Council could do more to encourage residents to recycle. Councillor Murphy stated that the Council's blue bin service is well used and work is ongoing in relation to the publicity of this as there have been instances where items have been placed in the blue bin incorrectly.
18. Councillor Cornwell asked what are the issues associated with waste incineration. Councillor Tierney explained that there are a range of issues associated to waste incineration. For one, the waste still goes to landfill and incineration does not support the recycling and reuse of items. He highlighted that the target is to produce zero waste and incineration does produce a level of waste. He explained that to effectively run, the costs associated to incineration is usually higher and therefore this is counter intuitive as recyclable waste is often incinerated. He reiterated that this is not a long term, environmentally friendly solution.

The Overview and Scrutiny Panel considered the progress made by the Council in delivering the corporate objectives in the Business Plan.

(Councillor Skoulding declared an interest by virtue of the fact that he is a committee member of March's St George's Fayre and Christmas Fair)

(Councillor Booth declared an interest by virtue of the fact that he is the Chairman of Parish Drove Parish Council's Street Pride group)

(Councillor Mrs Bligh declared an interest by virtue of the fact that she is the Chairman of Wisbech St Mary Parish Council's Street Pride group)

OSC41/19 CALL IN OF CABINET DECISION - CREATION OF INVESTMENT BOARD AND DELEGATION OF FUNCTIONS

Councillor Booth explained that he had exercised the right to call-in this Cabinet decision due to his concerns surrounding the accountability and governance arrangements of the proposed Investment Board. He explained that the governance arrangements propose a quorate of only two

members with one non-voting officer in attendance. He highlighted that in instances where there is not a unanimous decision the Leader will be able to exercise his casting vote as chairman of the board. Councillor Booth stated that this is not democratically appropriate and he recommends that membership to the Investment Board is increased which will both reduce the burden for board members and increase member involvement in the decision making process.

Councillor Boden thanked Councillor Booth for his feedback and agreed that it was highly appropriate to call-in this item for consideration due to its importance. Councillor Boden assured members that whilst the arrangements allow the provision of a chairman's casting vote, where required it will only be used in decisions which will restrict the Investment Board as oppose to empowering them. He confirmed to members that he plans to produce a code for the use of the chairman's casting vote and will keep them updated on this matter.

Councillor Booth thanked Councillor Boden for his explanation but reiterated that the current arrangements do not include the proposed mechanism and therefore his concern still stands. Councillor Boden reminded members that the Investment Board is a sub-committee of Cabinet therefore it is unlikely that a unanimous decision will not be reached during decision making. He offered members assurance that he will consider these comments at the earliest opportunity. Councillor Booth welcomed this.

Councillor Booth asked for clarification that non-board members will be prevented from attending meetings of the Investment Board and will be unable to exercise their 'right to speak'. Councillor Boden explained that as the Investment Board is a sub-committee of Cabinet, members will have plenty of opportunities to challenge and discuss proposed decisions. He highlighted that holding public meetings of the Investment Board would be inappropriate due to the sensitivity and confidential nature of some of the commercial decisions but the Investment Board welcome members input and scrutiny in the decision making process.

Councillor Hay reminded members that the Chairman of Overview and Scrutiny Panel will be invited to attend meetings of the Investment Board and will therefore have an oversight of the process. Councillor Boden confirmed this.

Councillor Mason asked what research had been carried out in relation to the Commercial Investment Strategy (CIS) and associated boards. Peter Catchpole explained that a lot of evidence had been sought from other local authorities and he benefits from knowledge of this area, as he was previously appointed non-executive director of a LATCO in his previous role. He highlighted that the Council have considered investment models from authorities such as the Borough Council of Kings Lynn and West Norfolk, Peterborough City Council and South Norfolk Council and received guidance from Lawyers in Local Government (LMG).

Councillor Wicks recommended that the terms of reference need to reflect the boundaries of the Investment Board. Councillor Boden disagreed and stated that the terms of reference need to be permissive to allow discretion in the decision making processes. He stated that he expects many of the early decisions of the Investment Board to be heavily scrutinised however as the project progresses the board will mostly be making routine decisions and recommendations. He added that some decisions will be of great importance and in these instances the chairman's casting vote will not be appropriate. He confirmed that the Section 151 Officer, Peter Catchpole, will be available at all times to provide advice where necessary and reminded members that the Local Authority Trading Company (LATCO) will have its own separate regulations and will be subject to great consideration prior to its implementation.

Councillor Hay asked if there will be substitute members of the Investment Board. Councillor Boden confirmed this and said whilst a quorate of 2 members will be sufficient for routine decision making, this will not be the case for major decisions.

Councillor Booth highlighted that many decisions will be time critical and suggested that a more robust process needs to be in place for members and substitutes of the Investment Board to ensure decisions can be made quickly when required. Councillor Boden stated that a higher membership would result in a higher quorate which is counter intuitive. He assured members that theoretically there are very few circumstances in which board members and substitute members are not available and meetings will be arranged based on member availability.

Councillor Skoulding agreed and highlighted that having fewer members on the Investment Board protects the confidentiality of commercially sensitive decisions. Councillor Boden agreed and stated that he has every confidence in members and attendees of the board.

Councillor Cornwell requested that a review of the governance arrangements and mechanisms of the Investment Board is included in the Overview and Scrutiny Panel's annual work programme.

Councillor Cornwell supported the call-in for this item as the Investment Board must be subject to scrutiny and accountability. Councillor Miscandlon acknowledged Councillor Boden and officer's transparency and openness in this matter.

Councillor Booth asked that consideration is given to his recommendations being included in the governance framework for the Investment Board. He added that the terms of reference need amending to reflect auditing arrangements and statutory reporting of accounts. Councillor Boden explained that the terms of reference reflect the review and monitoring of financial performance.

Councillor Boden thanked members of the Overview and Scrutiny Panel for their comments and feedback.

Proposed by Councillor Booth, seconded by Councillor Mrs Bligh that the Cabinet decision is referred back to Cabinet for reconsideration with comments from the Overview and Scrutiny Panel.

A vote was taken on this proposal. The vote failed.

Proposed by Councillor Miscandlon, seconded by Councillor Hay and decided that the Overview and Scrutiny Panel accept the Cabinet decision.

OSC42/19 FUTURE WORK PROGRAMME

Members agreed the Future Work Programme subject to the following comments;

1. Members requested that future meetings of the Overview and Scrutiny Panel commence at an earlier time of 1.30pm.

4.59 pm

Chairman

Agenda Item 5

Outstanding actions from Overview and Scrutiny – February 2020

ACTION NUMBER MEETING DATE MINUTE NUMBER	RECOMMENDATION/ ACTION	UPDATE	TIMESCALE
ACTION 1 10/02/20 OSC38/19	Members requested a copy of the CCG PCN Maps to be circulated	This was circulated by Member Services on 11/02/20	Completed
ACTION 2 10/02/20 OSC39/19	Cllr Booth asked that consideration be given to providing community support to the villages across the district.	<p>Fenland CSP has one project officer who delivers engagement sessions across the district. Delivering these engagements sessions is only one aspect of the project officer's function. The CSP commits to holding at least 4 events every 3 months to promote preventative crime, ASB and community safety messages which are felt relevant to the community of Fenland. Where the need arises more than 4 events per quarter can be held and this situation has occurred every quarter in 2019.</p> <p>Locations are chosen to ensure the project officer's time is used effectively and efficiently and this means choosing locations where there will be a near guaranteed high footfall and often at locations where both town and village residents will attend e.g. supermarkets.</p> <p>The CSP led events are also supported by other partnership members. Primarily the Police and Fire</p> <p>High footfall is also an important consideration when other partners</p>	Completed

		<p>are invited as it's important their time is also used effectively and benefits their objectives relating to community engagement.</p> <p>Since the beginning of 2019 the projects officer has attended 41 engagement events, none have been cancelled and 3 have been held at rural locations in Murrow, Parson Drove and Wisbech St Mary.</p> <p>Our police colleagues and a statutory member of the CSP, also conduct their own rural engagement events during which they will support the key messages being promoted by the partnership. They do take reports from the community that are Local Authority issues. Where the police know which FDC team can deal with a particular issue the police will take the required details and pass them direct to the appropriate team. On the occasions where they don't know the appropriate team they provide the contact details for FDC.</p> <p>The police rural engagement sessions are generally very poorly attended. However, the Wisbech Neighbourhood Team continues to offer one rural engagement per month.</p> <p>In addition to the stand alone engagement sessions organised by the CSP projects officer they are always in attendance at the Golden Age Fairs which provide the opportunity for those who are less likely to have the internet or easy access to the towns.</p> <p>In 2019 there was 1 rural Fair held at Wisbech St Mary. For 2020 there has already been one rural Fair at Walsoken and others planned for Benwick, Gorefield and Doddington. The Community Safety Partnership will be in attendance at each of these</p>	
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		events.	
ACTION 3 10/02/20 OSC39/19	Cllr Wicks asked if members could be provided with the link to Trading Standard's 'Little Book of Scams'	The main page of Cambridgeshire & Peterborough Against Scams Partnership is at this link. Against Scams Partnership - Cambridgeshire County Council All resources can be found at the bottom of this page Little Book of Big Scams LBoBS 4th Edition Little Book of Cyber Scams LBoCyberscams Little Book of Phone Scams LBoPhoneScams	Completed
ACTION 4 10/02/20 OSC39/19	Cllr Hay requested that a written response is circulated to members in relation to female offending in Fenland	This was circulated by Member Services on 11/02/20	Completed
ACTION 5 10/02/20 OSC39/19	Cllr Booth requested that speeding offences are given a higher priority in the Fenland Community Safety Partnership (CSP) as there is a general concern amongst the community in relation to speeding.	The primary role of the Fenland Community Safety Partnership is to deliver place based preventative pathways in support of the 9 Countywide Delivery Groups one of which is a Road Safety Group. Speeding enforcement is the primary role of Cambridgeshire Constabulary; whose enforcement approach is evidence based and intelligence led. Their objectives are achieved through the use of fixed and mobile camera technology along with hand held detection by suitably trained constables. Speeding prevention is generally achieved either through	Completed


		<p>engineering or education.</p> <p>Engineering is effectively the introduction of physical measures to reduce the speed of vehicles and examples of this are speed humps, introduction of priority rights of way and other changes to road layout. These changes would be introduced by the appropriate County Highways team.</p> <p>Education can take many forms and includes promotion through Film, TV, social media, radio and posters.</p> <p>Locally, the most effective education can be achieved through Community Speedwatch. There are currently 17 operational Speedwatch groups in Fenland which are supported by Cambridgeshire Constabulary's Speedwatch Volunteer Resource.</p> <p>Details of this can be found here Home : Speedwatch</p> <p>The CSP has supported the Constabulary's Speedwatch groups through promotion of the schemes on social media but more effectively through the attendance of the Speedwatch lead at engagement events. These have provided the opportunity for both promotion of Speedwatch and development of new community schemes.</p> <p>Most recently there have been specific Road Safety engagement sessions involving Speedwatch representation at the following</p>	
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		<p>locations:</p> <p>14/10/2019 - Whittlesey Library</p> <p>17/10/2019 - Wisbech Library</p> <p>27/11/2019 – Aldi Chatteris</p> <p>10/12/2019 - March library</p> <p>The partnership continues to learn and understand how we can support the individual delivery groups so we can plan and deliver Fenland specific prevention in support of the delivery group's objectives. The Road Safety Group are attending the April meeting of the partnership to outline what work plans they have for Fenland and what gaps or issues they need help with from which the CSP can consider how we can help within available resources across the local partnership.</p>	
<p>ACTION 6</p> <p>10/02/20</p> <p>OSC39/19</p>	<p>Councillor Cornwell requested that work is undertaken identifying the cross overs between the Health & Wellbeing Strategy and the CSP</p>	<p>This will be looked at as part of the development of new Primary Care Network areas.</p>	
<p>ACTION 7</p> <p>10/02/20</p> <p>OSC40/19</p>	<p>Councillor Booth asked that members are provided with service level performance in relation to Parish Council's street lighting service</p>	<p>There are no specific service level performance indicators set up for Parish Council street lights. KPI information is submitted regularly by the contractor to FDC and relates to contract performance as a whole.</p>	<p>Completed</p>

<p>ACTION 8</p> <p>10/02/20</p> <p>OSC40/19</p>	<p>Cllr Cornwell asked if there had been an increase in rural littering over the winter months</p>	<p>Thank you for your comments in relation to the cleansing performance indicator.</p> <p>We have little evidence to show that littering is increasing across Fenland, and rural litter appears to be at similar levels to previous years.</p> <p>The street scene inspections that make up the indicator take place in all of the Fenland wards on a scheduled basis, across a range of land use types.</p> <p>For example, of the 480 inspections September to December, 46 (9.5%) were performed on rural roads along with a variety in the more rural wards.</p> <p>During the winter months, it can be more difficult for the cleansing teams to safely litter pick roads and roadside verges; especially during a wet winter.</p> <p>The cleansing and rapid response teams do their utmost, but the shorter daylight hours and reduced visibility cut short the time available to safely complete this work.</p> <p>The teams have a roadside verge plan in place that allows them to keep the Fenland roads looking as clean as possible. As the days lengthen, and weather conditions allow, they will be able to progress this work more rapidly.</p>	<p>Completed</p>
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ACTION 9 10/02/20 OSC40/19	Cllr Miscandlon asked if the Council's Air Quality Annual Statement could be circulated to all members.	This was circulated by Member Services on 11/02/20	Completed
ACTION 10 10/02/20 OSC40/19	Cllr Miscandlon asked if the Council's Waste and Environmental Statement of Intent could be circulated to all members.	This was circulated by Member Services on 11/02/20	Completed

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Agenda Item No:	8	
Committee:	Overview & Scrutiny	
Date:	10 February 2020	
Report Title:	Progress in Delivering the Transformation and Communication Portfolio 2019-2020	

Cover sheet:

1 Purpose / Summary

This report sets out the Council's progress in delivering the Transformation and Communication portfolio.

2 Key issues

Particular successes are:

- 110 press releases published between 01 May 2019 and 29 February 2020.
- Increased popularity of the Council's Social Media Channels including 701 additional followers on Facebook and 238 on Twitter since April 2019
- Providing vital communications messages on key corporate projects including
 - Local plan
 - Business Plan and Budget
 - Annual Report
 - Elections – May 2019
 - Customer Service Centres relocation – March and Wisbech
 - Growing Fenland Masterplans
 - Garden Waste Subscriptions
 - Wisbech High Street project
 - My Fenland Project
- Supporting key corporate consultations including
 - Growing Fenland projects – March, Chatteris and Whittlesey resident surveys
 - I heart Wisbech – public engagement events
 - Gambling Act Policy Consultation
 - Cumulative Impact Assessment Policy Consultation
 - Parson Drove Neighbourhood Plan
 - Council Tax Reduction Scheme
 - Local Plan – Issues and Options document – 11 October to 21 November 2019
 - Draft Business Plan & Budget – 9 January to 3 February 2020

- Increased popularity of the Council's website with in excess of 678,000 hits between 01 March 2019 and 29 February 2020, representing an increase of 11% on the previous year.
- Identification of key Council for the Future projects which will transform the Council
- Commencement of the My Fenland Programme which is one of the key Council for the Future initiatives
- Delivery of a suite of ICT projects which are seeking to modernise service delivery across the Council.

3 Key Areas of Focus for 2020

- Transforming the FDC website to improve the look, content and number of transactions available for residents.
- Implementation of the My Fenland Programme including phase 1 and 2
- Upgrade to the Corporate Contact Centre telephony software to enable emails, telephone calls and web chat to be handled by Customer Service staff seamlessly.
- Implementing Pay point to enable customers to pay Council bills by card or cash from any Pay point facility across the district.

4 Recommendations

It is recommended that the Panel considers the progress made in delivering the Transformation and Communication Portfolio during 2019 - 2020.

Wards Affected	All
Forward Plan Reference	
Portfolio Holder(s)	Councillor Steve Tierney, Portfolio Holder for Transformation & Communication
Report Originator(s) And Contact Officer (s)	Peter Catchpole - Corporate Director Anna Goodall - Head of Governance, Legal and Customer Services Stephen Beacher - Head of ICT David Wright - Policy and Communications Manager
Background Paper(s)	

Overview & Scrutiny Panel

Progress against the Transformation & Communication Portfolio

For performance from
1st April 2019 to 29th February 2020

Portfolio Holders



**Councillor
Ian Benney**
Portfolio Holder for
Economic Growth



**Councillor
Susan Wallwork**
Portfolio Holder for
Communities



**Councillor
Mrs Jan French**
Deputy Leader of the
Council



**Councillor
Peter Murphy**
Portfolio Holder for
Environment



**Councillor
Chris Seaton**
Portfolio Holder for
Social Mobility &
Heritage



**Councillor Steve
Tierney**
Portfolio Holder for
Transformation &
Communication

Current Progress:

Press Releases / Media

We continue to use a clear and positive approach to all media and press releases to promote the good work of the Council.

Between 1 May 2019 and 29 February 2020 we have publicised over 110 Press Releases.

All press releases are published on both the front page and news and events sections of our FDC website. They are also published on our FDC social media accounts, Facebook and Twitter. In addition, all press releases are distributed to local news outlets, including where appropriate, radio and TV outlets.

These press releases include promoting the good work the Council delivers within the community, promoting FDC and partner initiatives and programmes, and also communicating information about the Council including consultations, events or good news stories.

Key press releases included:

- Council's new customer services centres to open next month
- Growing Fenland interim report consultation
- Council awarded over £600,000 of government migration funding
- Council seeks Closure Order to combat anti-social behaviour at Wisbech property
- Council leaders welcome multi-million pound investments in Fenland
- Fenland station improvements gain momentum
- Council backs national Empty Homes Week
- Record number of volunteers celebrate at Celebration Evening
- Fenland District Council up for national LGA award
- Share your views on ambitious plan for Fenland's future

In addition to publicising messages to the community, we also proactively manage all press enquiries from the local press, newspapers, radio and tv. To assist press enquiries we also compile member quotes, statements and briefing notes.

Social Media

We promote all Council news and services on our Social Media channels, Facebook and Twitter.

They are significantly increasing in popularity, with an additional 701 followers on Facebook (to 2,879) and 238 on Twitter (to 8,492) since April 2019.

Our social media accounts are a useful platform to communicate key service information including latest news, promotions and events. We also publicise and monitor key community based information of partners and other local groups.

We promote a variety of news and are linked to the appropriate organisations that we can endorse (and who will endorse us.) A greater amount of customers contact us through these mechanisms to raise service requests – these require same day responses.

We currently add 25/30 tweets on our twitter page per week and 20/30 posts on our facebook page per week. There is a direct link on every page of our website to both our facebook and twitter accounts.

We monitor social media channels for emerging issues so we can be on the front foot and respond to inaccurate media reports.

We have also had a number of tweets recognised by Gov.uk (@GreatUKGovTweets) as some of the most engaging tweets every day based on retweets, likes and potential reach.

Communications Projects

The team supports all Council services with a wide range of internal and external communication projects. Support is tailored to the requirements of the project or service.

Some of the large projects we support will include developing communications plans, consultation and engagement plans, promotional design work (designing logo's, documents, leaflets, posters etc.) and printing materials. These projects can run over a longer period of time and will involve an extensive project plan.

Key communications projects include:

- Local Plan
- Business Plan and Budget

- Annual Report
- Elections – May 2019
- Customer Service Centres relocation – March and Wisbech
- Growing Fenland Masterplans
- Garden Waste Subscriptions
- Wisbech High Street project
- My Fenland Project

We also offer support for 'everyday' communications. These include projects that need external communications (a press release, web page and programme of social media posts), or marketing materials (design a logo, document, poster or leaflet).

These projects include:

- Community/Golden Age events
- Sports Development/Active Fenland programme
- Recycling projects/Getting it Sorted project
- Business events
- Street Pride events/celebration event
- Annual Four Seasons events
- Commercial Investment Strategy
- Hereward Community Rail Partnership Projects

Consultation

In line with our Corporate Consultation Strategy, we support teams to engage and consult with residents about Council services.

We offer advice in ensuring that all consultations are well planned and prepared

ensuring consistent communication messages.

Also, a consistent process allows the consultation to give clear results and therefore, help inform future decisions.

Teams are supported by the communications team with assistance by questionnaire development, design and printing of associated posters and surveys, and a communications plan to publicise the consultation.

Key consultations included:

- Growing Fenland projects – March, Chatteris and Whittlesey resident surveys
- I heart Wisbech – public engagement events
- Gambling Act Policy Consultation
- Cumulative Impact Assessment Policy Consultation
- Parson Drove Neighbourhood Plan
- Council Tax Reduction Scheme
- Local Plan – Issues and Options document – 11 October to 21 November 2019
- Draft Business Plan & Budget – 9 January to 3 February 2020

Policy

The Policy & Communications team continue to support the development of Corporate Policy. Over the past 12 months we have developed the Business Plan (and related consultation), Service Planning templates and the Annual Report for the organisation.

We now attend the Corporate Induction with CMT to present these important key documents and engage new starters about their role in the wider organisation.

In addition, we provide advice on corporate performance reporting and demographics to all teams across the organisation.

We also continue to lead in writing LGC and MJ award submissions and subsequent finalist presentations. We were a finalist in the MJ awards for the Controlling Migration fund last year and are a finalist in this year's LGC awards, with the winners due to be announced later this month.

Website

Current performance:

Our website continues to grow in popularity. Between 1 March 2019 and 29 February 2020 it received 678,000 hits and a total of nearly 3.2million page views. This is an increase of 11% (609,000 in 2018/19) and 10% (2.9million in 2018/19) respectively.

We continue to improve and increase our online form offer, which currently stands at 47. In 2019 nearly 9,700 forms were completed; 12% more than in 2016 and 1.5% more than 2018 (note: form statistics exclude the Garden Waste subscription form).

We continue to improve these forms to respond to customer feedback and service demand with Bulky Waste collections, Missed Bins and Street Light faults being recent areas of focus.

Future Focus:

We are currently working on a CFF project relating to the FDC website: **My Fenland Website.**

The project focusses on transforming the FDC website to improve the look, content and number of transactions available for residents. The aim is for our website to be an inviting and user friendly tool for our residents to both find Council information and self-serve.

Key tasks include:

Stage 1 (within 12 months)

- Review all web content and remove outdated documents
- Develop and launch of the new 'Cruise' website theme
- Aligned with the My Fenland project, develop a programme of transformational processes and enable residents to self-serve via the website.
- Ensure FDC adhere to the new web accessibility guidelines.
- Develop a Corporate web strategy

Stage 2

- Ongoing development of content to improve accuracy and respond to customer feedback
- Redesign the FDC intranet to improve service for internal customers
- Incorporate all other service web sites into the FDC corporate site

ICT Projects

The ICT service is continually striving to modernise our services and to enable transformation of the way our services run. The work we have carried out since April 2019 will help to deliver a standardised environment in which converged services can evolve to meet our service needs in a cost-effective and business-enabling way.

The most recent ICT projects have included;

Windows 10

The migration of all desktop operating systems from a predominantly Windows 7 environment to Windows 10 has been the main project for the past year. Unlike previous versions of Windows, Microsoft has branded this latest version as a 'service' that will receive ongoing updates. This will remove the need for any future large scale operating system migrations.

Email Migration to Microsoft 365

All corporate email has been migrated to the Microsoft cloud to deliver a more efficient and cost-effective solution. Members have recently been supported in a move to a simpler 'token-less' form of authentication. This move to the cloud will ensure the latest version of Exchange is being used and that we are taking advantage of the latest software features.

Refresh Programme

We operate a continuous programme of hardware replacement throughout the year ensuring all components remain supported and fit for purpose. This year every member of staff has received a newer PC / laptop as part of the project to introduce Windows 10. Our network fabric also needs refreshing in a similar way to any other item of hardware to ensure reliability, availability and performance. Other areas included in this programme include our physically separated environment constructed for the safe testing of new applications / patched / upgrades and also our telephony systems. The reliability of these systems is crucial to the running of the authority. As part of this project the AV equipment in the Council Chamber was also replaced during April last year.

Business Application Upgrades

All business applications are upgraded / patched on a regular basis which is

timetabled to suit the service areas, suppliers and ICT. Each year a number of major upgrades are conducted which take a significant amount of planning and resources. ICT are continually involved in the replacement of business applications to improve the efficiency of service units and provide a better service to the citizens of Fenland. There is a continual stream of requests coming into the service for which we provide guidance, technical knowledge, and project management.

Security / Compliance

Over recent years, protecting the authority against the ever-increasing threat of cyber-crime and complying with current government legislation has become a much more time-consuming task. We aim to stay one step ahead in maintaining compliance with legislative requirements and ensure new threats are proactively managed to reduce the risk of the Council's service delivery being affected.

GDPR

In our continual effort to be meet the requirements of the General Data Protection Regulation (GDPR) we have this year begun back-scanning paper documents within Planning and HR to enable the disposal of paper records and enable access to the information remotely. Testing is also underway on a specially designed software package to remove redundant electronic files.

WAN Migration

All communication links between our offices / business centres / one stop shops have this year been migrated to a new supplier. This has been completed as part of the EastNet partnership with other authorities / agencies mainly within Cambridgeshire and Northamptonshire. This project also covered the migration of all CCTV connectivity to the new location in Peterborough.

One Stop Shops

The one stop shops in March and Wisbech were this year moved into Fenland Hall and the Boathouse respectively. This entailed changes to the physical infrastructure, security configurations and moving PCs etc. At the same time, we introduced new payment machines in all four one stop shops to meet PCI compliance. Since this time, we have introduced the facility to take payments by credit card on each of these machines.

Data Storage

Replacement storage arrays have been procured and configured to hold the increasing amount of data used by the authority. All data has been successfully

migrated and a remote replica of this data has been created on another council-owned site.

WiFi Coverage

All council offices / one stop shops / business centres / leisure centres now benefit from full WiFi coverage. This was also procured as part of our involvement with the EastNet partnership.

Agile Working

As well as replacing PCs with laptops / tablets where required as part of the Windows 10 roll-out programme, we have also upgraded our remote working solution. This will enable staff to deliver services in the field and increase accessibility of services outside of the office.

Future Projects will include;

- **Upgrading the Contact Centre Management System** to enable emails, telephone calls and web chat to be handled through one portal.
- **Migration to Office365** to ensure the latest version of Office is being used and that we are taking advantage of the latest software features.
- **Introduce Video Conferencing** to reduce the need for travelling to meetings.
- **Review Security Practices** to ensure our systems are adequate to resist most malware / cyber-attacks.
- **Network Infrastructure Replacement** to ensure hardware is supportable and compatible with other systems.
- **Introduce SIP Trunking** to replace out-going technologies and provide revenue savings.
- **Upgrade Payment Systems** to provide customers with more places to make payments and ensure compliance of systems used.
- **Upgrade Business Applications** to benefit from latest features provided and maintain security and supportability.
- **Working towards GDPR Compliance** by continuing to manage electronic data and assist in digitising paper records.
- **Further Improve the Provision of Agile Working** by embracing new technologies

and practices.

- **Ensure Compliance** through certification with PSN and PCI DSS.
- **Improve User Education** through online study material in cyber security and information management.
- **Upgrade / Replace Audio-Visual Equipment** at the Boathouse and South Fens Business Centre.
- **Further Enhance Digital Channels** allowing customers to self-serve and access services 24 x 7.

Future Corporate Focus:

Council for the Future (CFF) Projects

As part of a new project based approach, and to ensure we are improving services to our residents, a number of CFF projects have been developed.

These transformational projects fit with the Council's medium term financial plan, and where possible ideally save money or generate income.

These include:

- My Fenland Project - transforming the delivery of our services to our customers.
- My Fenland Website - transforming the FDC website
- Planning – Local Plan
- Active Fenland – Fit and Fed project
- Environmental projects – Trade Waste Income
- Environmental Enforcement – Tidy Fenland project
- Increasing recycling / reducing contamination
- Tackling Street Drinking – Prevention, Intervention, Enforcement
- CCTV – Commercialisation of service
- Private Sector Housing Enforcement
- Empty Homes – Bringing back into use
- Local Transport improvements
- Culture Strategy
- Commercial Investment Strategy opportunities

Each CFF project will involve a new way of thinking, or a new process to overcome an existing problem. Projects should ideally save money or generate income, and create

better outcomes for local people, or deliver beneficial outcomes for residents or the Council as a whole.

Projects will identify what is the problem or outcome to be achieved, a description of the change or process to deliver the outcome and a description of how success will be measured.

My Fenland Project

This is one of the key Corporate CFF projects. The project focusses on transforming the way the Council delivers aspects of our services to our customers, ensuring we are putting the customer journey first and providing the most cost effective customer experience.

Description of problem to be solved or outcome to be achieved:

The Council's dedicated Customer Service team has been in place since 2004 and has faced a lot of changes to the scope and the nature of the services it provides.

Many council teams also deal directly with customers. We need to review everything in regards to these teams.

We have started with these teams:

- Customer Services (Shops and OSS)
- Environment Support Team
- Business Premises Admin Support Team
- Admin Support Team in Engineers and Assets
- Print and Post Team

This is what we found:

- We do a lot manual processing and sometimes duplicate jobs.
- Customers don't always quickly understand what to do.
- There is limited staff cover in some teams.
- In addition to this, we could improve access to customer services.
- There are approximately 15 different IT systems in operation and we can better access how we are currently utilising technology to serve our customers better.
- Customers at our One Stop Shops are taken through a manual process in person; they are helped through an online form in person, not shown how to do it on a computer. This requires too much knowledge by Council Officers and takes too much time.
- The Business Reception staff at the Boathouse currently greet customers when they come into reception, and then direct them back outside the building and round the corner to go into the One Stop Shop. This is both counter-productive

as these staff may be able to help the customer with a simpler query, but more importantly customers don't like it.

- Our One Stop Shop staff currently have a proportion of unproductive time waiting for customers, with limited scope to undertake extra work during this time; meanwhile other 'back office' teams who also deliver direct services to the public (missed bins, trade waste, cemetery enquiries etc.) are currently carrying vacancies, experiencing capacity issues.

It is proposed that the various teams will all be consolidated into one customer team and all customer service activities will be moved (in a managed and controlled way) in to this one team to process.

Each activity will be assessed and mapped to identify how it can be streamlined, how technology can be utilised to improve the process for both staff and our customers, and to ensure the process is delivered right first time for the customer, and all avoidable steps are eliminated for the customer.

This project will provide a better outcome for our staff with improved internal processes, and by creating one customer team we are ensuring that we are putting our residents first with the best possible customer experience.

Description of the change/process/path to deliver the outcome:

A project team with staff from across the Council has been set up to develop a project plan, including how service transformation will be delivered in a managed way and who will be involved with each stage. This will explore our current processes, if they can be streamlined and how technology can be utilised to improve the process for both staff and customers.

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.

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 customer services teams; comprising of

- 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

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.

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.

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.

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.

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.

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.

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 a 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.

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).

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.

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.

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.

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.

Description of how success will be identified:

There will be numerous benefits associated with the delivery of this transformation project. These include:

- Our online processes and transactions will increase and 'personal' customer contacts will decrease.
- Customer satisfaction surveys will increase with customers experiencing the right first time service and an improved customer experience
- Smarter ways of working, streamlined processes and a more consolidated customer service
- Integrating a range of services in to the integrated Customer team, as a single point of contact and delivery. Better resilience for all teams, a more joined-up approach across the organisation and therefore a more consistent and effective customer service
- Improving service, which will allow a rationalisation of 'customer facing' staff structures.
- The opportunity to explore and introduce new technology to streamline and

facilitate the customer journey (where appropriate).

Key PIs:

Key PI	Description	Baseline	Target 19/20	Cumulative Performance	Variance (RAG)
PRC5	Number of visits to our website	607,378	620,000	620,934	
CS1	Contact Centre calls answered within 20 seconds (%)		Year to date target 45%	64.74%	
CS2	Contact Centre Calls handled		Year to date target 75%	92.49%	
CS3	Customer queries resolved at the first point of contact		Year to date target 85%	95.05%	
CS4	Customers satisfied with our service		Year to date target 90%	95%	

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Overview and Scrutiny – Draft Work Programme 2020-2021

All Formal meetings are held in the Council Chamber at Fenland Hall

Meeting Dates

<u>Agenda Despatch Date</u>	<u>Informal pre-meeting</u>			<u>Formal Overview & Scrutiny Meeting</u>		
	<u>Date</u>	<u>Time</u>	<u>Location</u>	<u>Date</u>	<u>Pre-Brief</u>	<u>Meeting</u>
			Room 38			
			Room 38			
			Room 38			
			Room 38			
			Room 38			
			Room 38			
			Room 38			
			Room 38			
			Room 38			

June 2020 - TBC

Time	Agenda Item	Fenland Corporate Priority	Portfolio Holder/ Officer/ External Witness
14.00 to 14.30 Pre Briefing			
14.30 to 16.30 Meeting	Appointment of the Chairman and Vice-Chairman for the Municipal Year		
	2019 Planning Shared Service Annual Review	Economy	Nick Harding Councillor Mrs Laws
	Progress of Corporate Priority – Economy	Economy	Councillor Benney Gary Garford, Justin Wingfield
	Health and Wellbeing Strategy consultation and health partnership developments.	Communities	Councillor Mrs Wallwork Annabel Tighe Liz Robin – Director of Public Health
	Draft Overview & Scrutiny Annual Report		Anna Goodall
	Matters arising – Update on previous actions		Anna Goodall
	Future Work Programme 2019/20	Quality Organisation	Councillor Miscandlon Anna Goodall

July 2020 - TBC

Time	Agenda Item	Fenland Corporate Priority	Portfolio Holder/ Officer/ External Witness
14.00 to 14.30 Pre Briefing			
14.30 to 16.30 Meeting	Council Tax Support Scheme Report	Quality Organisation	Councillor Mrs French Councillor Boden Peter Catchpole Mark Saunders
	Culture Strategy	Quality Organisation	Carol Pilson Phil Hughes Councillor Chris Seaton
	Matters arising – Update on previous actions		Anna Goodall
	Future Work Programme 2019/20	Quality Organisation	Councillor Miscandlon Anna Goodall

September 2020 - TBC

Time	Agenda Item	Fenland Corporate Priority	Portfolio Holder/ Officer/ External Witness
2.00 – 2.30pm Pre Briefing			
2.30pm Meeting	Progress of Corporate Priority – Communities	Communities	Councillor Mrs Wallwork Councillor Miss Hoy Councillor S Clark Councillor Seaton Dan Horn, Phil Hughes, Annabel Tighe Carol Pilson
	Local Government Ombudsman annual review of complaints		Councillor Tierney Peter Catchpole David Wright
	Matters arising – Update on previous actions		Anna Goodall
	Future Work Programme 2019/20	Quality Organisation	Councillor Miscandlon Anna Goodall

October 2020 - TBC

Time	Agenda Item	Fenland Corporate Priority	Portfolio Holder/ Officer/ External Witness
14.00 to 14.30 Pre Briefing			
14.30 to 16.30 Meeting	Annual Meeting with the Leader and Chief Executive	Quality Organisation	Councillor Boden Paul Medd Cabinet and CMT
	Matters arising – Update on previous actions		Anna Goodall
	Future Work Programme 2019/20	Quality Organisation	Councillor Miscandlon Anna Goodall

November 2020-TBC

Time	Agenda Item	Fenland Corporate Priority	Portfolio Holder/ Officer/ External Witness
14.00 to 14.30 Pre Briefing			
14.30 to 16.30 Meeting	Freedom Leisure Review	Communities	Councillor Sam Clark Carol Pilson Phil Hughes Simon Bell Representative from Freedom
	Wisbech 2020 Vision & Wisbech Rail Update	Communities	Councillor Boden Councillor Seaton Gary Garford Wendy Otter Russell Beal (Anglian Water) Adrian Chapman (Cambs County Council and Peterborough City Council) Rowland Potter (CPCA)
	Future Work Programme 2019/20	Quality Organisation	Councillor Miscandlon Anna Goodall

December 2020 - TBC

Time	Agenda Item	Fenland Corporate Priority	Portfolio Holder/ Officer/ External Witness
14.00 to 14.30 Pre Briefing			
14.30 to 16.30 Meeting	Annual review of Anglia Revenues Partnership	Communities	Sam Anthony / Peter Catchpole Councillor Mrs French Paul Corney (ARP) Mark Saunders
	Matters arising – Update on previous actions		Anna Goodall
	Future Work Programme 2019/20	Quality Organisation	Councillor Miscandlon Anna Goodall

January 2021- TBC

Time	Agenda Item	Fenland Corporate Priority	Portfolio Holder/ Officer/ External Witness
14.00 to 14.30 Pre Briefing	Draft Overview and Scrutiny Future Work Programme 2017/2018	Quality Organisation	Councillor Miscandlon Anna Goodall
14.30 to 16.30 Meeting	Draft Budget	Quality Organisation	Cabinet CMT
	Draft Business Plan	Quality Organisation	Cabinet CMT Dave Wright
	Fees and Charges	Quality Organisation	Councillor Boden Peter Catchpole Cabinet Mark Saunders & Neil Krajewski
	Matters arising – Update on previous actions		Anna Goodall
	Future Work Programme 2019/20	Quality Organisation	Councillor Miscandlon Anna Goodall

February 2021-TBC

Time	Agenda Item	Fenland Corporate Priority	Portfolio Holder/ Officer/ External Witness
14.00 to 14.30 Pre Briefing			
14.30 to 16.30 Meeting	FDC Enforcement Review	Communities	Councillor Murphy Carol Pilson Annabel Tighe
	Progress of Corporate Priority – Environment	Environment	Councillor Murphy Councillor Tierney Phil Hughes, Mark Mathews, Annabel Tighe Carol Pilson

	Community Safety Partnership	Communities	Councillor Mrs Wallwork Carol Pilson, Dan Horn, Alan Boughen and Aarron Locks Police
	Draft Overview and Scrutiny Future Work Programme 2019/2020	Quality Organisation	Councillor Miscandlon Anna Goodall
	Matters arising – Update on previous actions		Anna Goodall
	Future Work Programme 2019/20	Quality Organisation	Councillor Miscandlon Anna Goodall

March 2021- TBC

Time	Agenda Item	Fenland Corporate Priority	Portfolio Holder/ Officer/ External Witness
14.00 to 14.30 Pre Briefing			
14.30 to 16.30 Meeting			
	Review of Clarion	Communities	Sue Stavers (Clarion) Dan Horn Councillor S Clark Carol Pilson
	Transformation & Communications Portfolio Holder update		Councillor Tierney David Wright Peter Catchpole
	Update on CPCA Growth Service and impact on Economic Development in Fenland	Economy	Gary Garford Councillor Benney Justin Wingfield
	Commercial Investment Strategy	Economy	Councillor Boden Peter Catchpole
	Matters arising – Update on previous actions		Anna Goodall
	Future Work Programme 2019/20	Quality Organisation	Councillor Miscandlon Anna Goodall