

AGENDA

OVERVIEW AND SCRUTINY PANEL

MONDAY, 8 MARCH 2021

1.30 PM

VIA ZOOM

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Due to the COVID-19 outbreak and the restrictions by the Government on gatherings of people, this meeting will be conducted remotely using the Zoom video conferencing system. There will be no access to this meeting at the Council offices, but you can view the meeting on YouTube, apart from any items marked confidential.

- 1 To receive apologies for absence.
- 2 Previous Minutes. (Pages 3 - 10)

To confirm and sign the minutes of the meeting of 11 January 2021.
- 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 11 - 14)

Members to receive an update on the previous meeting's Action Plan.
- 6 Update on CPCA Growth Service and impact on Economic Development in Fenland (Pages 15 - 30)

To provide the Overview & Scrutiny Panel with a general update presentation on Economic Growth activities between the Cambridgeshire & Peterborough Combined Authority (CPCA) & FDC and to provide a specific update presentation on the CPCA's Growth Service and the impact on Economic Growth in Fenland.

7 Investment Board Annual Report (Pages 31 - 36)

To provide an update to the Overview & Scrutiny Panel of the work of the Investment Board from April 2020 to March 2021.

8 Transformation & Communications Portfolio Holder Update (Pages 37 - 58)

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

9 Future Work Programme (Pages 59 - 60)

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

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

Friday, 26 February 2021

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

OVERVIEW AND SCRUTINY PANEL

MONDAY, 8 FEBRUARY 2021 - 1.30 PM



PRESENT: Councillor D Mason (Chairman), Councillor A Miscandlon (Vice-Chairman), Councillor G Booth, Councillor D Connor, Councillor S Count, Councillor M Cornwell, Councillor M Humphrey, Councillor M Purser, Councillor R Skoulding, Councillor D Topgood, Councillor R Wicks and Councillor F Yeulett

GUESTS: Councillor Mrs J French, Councillor A Lynn, Councillor P Murphy, Councillor C Seaton, Councillor S Tierney, Inspector Ian Lombardo, Cambs Constabulary and Matt Staton, Cambs County Council

OFFICERS IN ATTENDANCE: Alan Boughen (Safer Fenland Partnership Development Officer), Anna Goodall (Head of Governance and Customer Services), Dan Horn (Head of Housing and Community Support), Aarron Locks (Shared Service CCTV Manager), Mark Mathews (Head of Environmental Services) and Carol Pilson (Corporate Director and Monitoring Officer)

OSC39/20 PREVIOUS MINUTES.

The minutes of the meeting of 11 January 2021 were confirmed.

OSC40/20 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.

Most of the comments were in relation to Action 8/9 and the visit from Anglian Water (AW).

1. Councillor Connor said his issue with Clarion has still not been resolved so he would like a response and action as soon as possible. Regarding flooding, he has been told AW is not updating infrastructure in Wimblington and Doddington for the next five years so he also wants an answer regarding what can be done in respect of future planning applications when flooding issues are so prevalent. Without updated infrastructure, the flooding issue will only get worse.
2. Councillor Booth said in relation to the infrastructure, he raised the concerns of rural residents about low water pressure from the Fridaybridge pumping station. AW could not confirm any replacement work or upgrade in the next five years. He is also still waiting for a response to his question about the design life for the pumping station.
3. Councillor Miscandlon said although he appreciated that AW did not have to come before the panel, they did kindly send a representative. However, as she was unable to answer the more technical questions, he would like to invite AW back but for them to send someone with more technical knowledge.
4. Councillor Skoulding said pressure needs to be put on Clarion to finally sort out Lake Close (Action 3) as it is still in a dangerous state and we have waited a long time. Councillor Mason said he would discuss making a direct approach to Clarion with Councillor Skoulding after the meeting.
5. Councillor Cornwell said both he and Councillor Count never received a proper response to their complaint about the smell from the March sewage treatment works and therefore they need an update on that.
6. Dan Horn provided an update on the Turf Fen travellers site (Action 10) and confirmed that all

pitches are let. A gypsy/traveller needs assessment for future provision is a statutory requirement that FDC will be working on. Councillor Booth said it would be useful when the needs assessment is completed that councillors be provided with that information and a rough timescale for when it is likely to be completed.

OSC41/20 FENLAND COMMUNITY SAFETY PARTNERSHIP INC. CCTV SERVICES

Councillor Mason welcomed Councillor Lynn to the panel meeting and congratulated him on his elevation to Cabinet. He also welcomed Matt Staton, Highway Projects and Road Safety Manager at Cambs County Council and Inspector Ian Lombardo from Cambs Police.

Councillor Mason added that the Overview & Scrutiny Panel have been raising road safety concerns for some time now, so they are delighted that this item is now being given focus and consideration.

Members firstly considered the Road Safety Partnership Strategy report presented by Matt Staton.

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

1. Councillor Miscandlon said he does not see much by the way of road safety education for schools. He asked what initiatives there are to encourage the use of motorcycles as a cheaper form of travel than the car. Matt Staton responded that over the last two years they have been working with other authorities within the East of England and Highways England on an online programme for enhanced compulsory basic training for young motorcyclists called Ridefree. The course has won a Prince Michael International Road Safety Award and was adopted last year by the DVSA and is now available nationally. The course contains 5 online learning modules, we are one of the pioneering areas with several providers available within Cambridgeshire.
2. Councillor Miscandlon said he does not see any advertising for Ridefree and asked why the parish and town councils have not received any publications that they can use to promote safe riding to young people. Matt Staton said that because of the adoption process they were going through, they now want to promote the DVSA adopted version, so this is something the partnership will now take forward. Councillor Miscandlon thanked Matt Staton.
3. Councillor Cornwell said he realises it is difficult when putting something together on a county-wide basis that tries to show the situation within each individual place. For example, he understands the collisions and casualty figures, but how do they affect the quantity of traffic which in turn influences the figures themselves? For example, South Cambs has a large section of the M11, A14 etc. One would naturally expect that the numbers of incidents would be affected by the amount of traffic but is there any way this can be described more simply? Matt Staton said the graphs were there to provide an indication, there is a huge amount of data analysis available, but Councillor Cornwell is correct that it is difficult to draw area comparison. However, a lot of work has been undertaken in measuring traffic levels during lockdown and seeing how that has impacted on different types of collisions. All severity collisions have reduced considerably but the most severe collisions on the network have not reduced to the same extent. Therefore, the reductions in traffic have not seen corresponding reductions in killed or seriously injured casualties, which is the same nationally, and relates to some of the speeds seen during the lockdowns. Moving forward, they are looking to provide more comprehensive data online and this will include looking at rates against traffic volumes.
4. Councillor Cornwell asked if the NHS are involved at all within the strategic board, public health is mentioned but is not part of the same structure as the deliverers of the actual health services. Matt Staton replied that they have involvement directly from the major trauma centre at Addenbrookes and work with the emergency services, but engagement is limited because staff are operational. Councillor Cornwell suggested it was slightly misleading to say public health when it should say health services but thanked Matt Staton for his response.
5. Councillor Wicks asked Matt Staton if he would agree that the state of Fenland roads has an

impact on road safety. Matt Staton replied that he understood that Highways had circulated some information around the processes they use to monitor collision rates and condition of the carriageway. From that, his team see that the highest rate of collisions is on rural A roads so there is focus on the condition of those roads but probably the biggest element involved is traffic speed.

6. Councillor Wicks asked what action is being taken to combat the higher proportion of accidents on our rural roads within the strategy that is being developed. Matt Staton said they are doing a lot of work on safe roadsides, focussing on a preventative approach in looking at what hazards are by the roadside; there is also considerable investment on the A142 as one route that is having roadside treatment to reduce the chances of vehicles running off the road.
7. Councillor Wicks asked what support and encouragement is given to people who want to form Speedwatch groups in their locality. Matt Staton responded that the partnership are looking to enhance what they offer to Speedwatch and he has met with the police around what can be offered in terms of additional support with the use of special constables, and some projects to look at speed and produce a communities toolkit. Hopefully something should be available by summer. They are also looking at a new speed management strategy to support local groups as much as possible as part of their partnership work.
8. Councillor Wicks asked what action the partnership is taking in respect of combatting the increase seen in numbers drunk or/and substance abuse driving incidents during the pandemic. Matt Staton said they are working with the police and are looking at the incidents over that period, many of which are still under investigation, to see what learning is available and this will feed into the work that goes forward. Councillor Wicks thanked Matt Staton.
9. Councillor Booth said it is very good news that we are getting a dedicated presentation on this subject as he has been raising this as an issue for many years. However, one statistic not provided within the report is the number of young drivers that experience a serious accident within the Fens. At one stage we were one of the highest incident statistics for young drivers in the country and he asked if anything has been done to improve that situation. Matt Staton said they have introduced Cambs Drive iQ, an online package with a series of workshops that FDC helped to promote within colleges. This has been delivered for the past three years; several Fenland schools have signed up and will be delivering it later this year; unfortunately, the pressure of remote learning due to the pandemic has disrupted the current delivery. In terms of the statistics for young drivers, Matt Staton said he would obtain the data and pass it on.
10. Councillor Booth said the statistics show the total number of accidents but do not provide a breakdown of population in the areas, and that would provide a better indication of how serious the issue is within Fenland.
11. Councillor Booth said Matt Staton had mentioned supporting local highway improvements for safety and asked how that will work in practice as the bids are put in by the town and parish councils. He asked what the partnership's role will be in helping deliver road safety improvements. Matt Staton said his role is across all the partner organisations and although he is hosted by the County Council, he is working across the police and fire rescue services, and Cambridgeshire and Peterborough councils. Therefore, his role would be to feedback to the safe roads work stream which will have a few of the LHI proposals as part of the feasibility stage.
12. Councillor Booth said often when we ask the police for their views on reducing speed limits at certain locations, their key determining factor is whether it is self-enforcing. Unfortunately, with the LHI bid processes, it is a small pot of money and you cannot incorporate speed cushions or chicanes within the overall bids. He feels this policy needs to be looked at and he asked Matt Staton if that is something that he can take forward and work on with the police. Matt Staton said he can take this up as part of the speed management strategy which he mentioned earlier. Councillor Booth thanked Matt Staton.
13. Councillor Miscandlon said he had been involved with a speed reduction request where all parties were in favour and it passed the LHI with a high score, but the police liaison officer at police HQ stopped it. Unfortunately, there has just been an accident at that location which could have been avoided but for the refusal of that officer. Speaking to other councils as part of his role on the CPCA it appears they have the same problem with this officer. He asked if this is

something that Matt Staton could take up. Matt Staton responded that again this is something that could be taken up as part of the speed management strategy and having clear definition within it about how such a request progresses, and that is the place to get a coordinated approach.

14. Councillor Mason said he noted that the two-year funding cycle ends this financial year and asked what will happen in terms of funding going forward. Matt Staton said unfortunately he could not answer that as he only deals with the road safety partnership which has only just started a funding cycle.

Cllr Mason thanked Matt Staton for his contribution and attendance at the meeting.

Members then considered the Community ACTION plan report presented by Councillor Lynn.

Councillor Lynn added that it is a privilege to be appointed as portfolio holder for Communities and having been in the role for just a short time is already impressed by the way statutory and non-statutory partners work together for the benefit of the community.

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

1. Councillor Cornwell praised all involved in delivering community-based services during this pandemic and asked for details on the financial make-up of the partnership. Carol Pilson advised that the Community Safety Partnership (CSP) is a statutory meeting where the partnership organisations have a duty to cooperate on all issues to do with community safety. In respect of financing, a number of partners give resources in relation to staff time but in terms of financial revenue contributions, FDC funds the Community Safety Manager and a two-year funding package comes from the Police and Crime Commissioner (PCC) which, as Councillor Mason previously pointed out, ends in March. Active discussions regarding that funding is currently ongoing and involves Councillor Lynn and the PCC. Carol Pilson said the other partners do not currently make a financial contribution.
2. Councillor Cornwell asked therefore to what degree and how much commitment comes from the other partners if FDC is providing funding in terms of staffing costs and the PCC providing further funding. Councillor Mason said that as we are only two months from a review, it would be good to have an answer to the question and would hope that can be provided soon.
3. Councillor Cornwell said the report refers to voluntary services and asked who they are. Dan Horn said it varies according to the project being undertaken, for example the CSP is currently working on a programme relating to illegal money lending with funding coming from the Illegal Money Lending Team, involving the Credit Union and an Arts and Culture organisation getting the message out regarding the threat of illegal money lending and how to raise awareness. In the development of each project, county-wide groups look at the risks to the Fenland district, the CSP looks at the intelligence and then discusses what can be done to impact the risk raised. Very often it is often the voluntary community sector that can help.
4. Councillor Cornwell congratulated the partnership on the success of Essentials by Sue.
5. Councillor Miscandlon advised Councillor Lynn that some years ago a comprehensive report on Domestic Abuse and Sexual Violence was produced as part of a tri-county effort with Huntingdon and Cambridgeshire County Council. It was chaired by Councillor Sam Hoy and the report presented to Theresa May when she was the Home Secretary. This report was widely lauded; it is still available and should be of some assistance to him. Councillor Lynn thanked Councillor Miscandlon for this information.
6. Councillor Booth commented regarding community engagement and the viewing figures of various videos. He feels the figures are very low in comparison to the population of Fenland and asked how we can improve the reach of such material to the public. Dan Horn said the next meeting of the CSP will be in April so he will take that back as a comment to work upon.
7. Councillor Booth asked if Essentials by Sue is a Fenland or county-wide project. Also, statistics show that street drinking has been reduced over the last year. He would like to know that it is not being displaced elsewhere simply because people are aware that they are being monitored

by CCTV. He would like an eye kept on these statistics to ensure they do not increase once lockdown is over. Inspector Ian Lombardo said patrols continue around highlighted areas, although reductions have been seen. The police have seen that enforcement is not key with these individuals but rather the support services that is put around them, and they continue to work with supporting agencies around things like substance misuse. This support tends to lead to a reduction in offences, but the police continue to look at this. Councillor Booth said whilst we cannot rely on the last twelve months' data because this is not a normal situation, he is pleased that the police continue to keep an eye on the situation.

8. Councillor Booth thanked Inspector Lombardo in respect of the neighbourhood police teams. He had listened to feedback and set up a monthly briefing which gives more information on trends in rural areas rather than just on the towns.
9. Councillor Wicks said that hare coursing, lamping and now drugs and substance abuse involving nitrous oxide are becoming prevalent in his ward. He would like to know what action is being taken, particularly against the suppliers of nitrous oxide. Inspector Lombardo said the Rural Action Community Team are out taking action against hare coursers and receiving good engagement with the public. In respect of nitrous oxide, the police are continuing to work on intelligence and act by serving warrants where they can. The public are encouraged by this which results in further information coming forward and the police will continue to focus and act on substance misuse. They also work hard to educate users of these substances thereby with the aim to reduce demand for the products that are sold.
10. Councillor Wicks asked how the public are encouraged to report substance abuse. Inspector Lombardo advised that members could take information provided from briefings back to their ward residents, but they post information on their website and social media. Residents know their community better than the police do and they are encouraged to contact them either online, by phone or in writing and he would encourage all members to do the same. Councillor Wicks asked if the police could not make use of community magazines. Inspector Lombardo advised that the costs are too great. Councillor Wicks asked if this was something that could be taken up by the CSP and press releases issued by FDC to combat the cost. Alan Boughen replied we already support that, the CSP sends out a regular community newsletter which includes methods of reporting. However, we can work with the police to make this more known. Councillor Wicks asked if more emphasis can be given on written reporting rather than just social media. Alan Boughen agreed to take those comments on board.
11. Councillor Wicks said there is an issue regarding school parking at The Fold, Coates. Inspector Lombardo said this is a big problem for all the schools, but the police do not have the resources to provide regular patrols at all schools. However, they do the best they can with their resources and if a school reports a serious regular issue then it will be prioritised. Councillor Wicks thanked Inspector Lombardo.
12. Councillor Wicks raised the issue of CCTV and asked that all cameras are kept in a serviceable condition with any faults reported immediately. Councillor Mason recalled an issue whereby CCTV footage was required from a camera at Manor Leisure Centre in Whittlesey. Unfortunately, it transpired that the camera had not been operational for some time. Members should be notified of any camera not working and work done to ensure it is up and running as soon as possible. Aaron Locks responded that in this instance he could recall there had been a critical failure on one of the radio networks which needed a specialist repair team. This also occurred during a national lockdown and at time of adverse weather, furthermore a specialist rigger team needed to be booked due to the mast height involved. However, he could assure members that it was reported immediately the failure took place and they have a robust and fully covered comprehensive maintenance contract for all CCTV cameras in Fenland. These cameras operate 24/7 all year round so there will be failures, but a contractor will visit to repair any faults and a weekly visit is undertaken as part of the contract to carry out preventative maintenance on all cameras. However, the camera at the Manor Leisure Centre does not fall under part of the service level agreement for Whittlesey. Whittlesey Town Council contributes toward two town centre cameras but not this one. Councillor Mason thanked Aaron Locks.
13. Councillor Mason asked how costs are calculated as there is a vast difference in contribution rates between the town councils. Aaron Locks advised that contributions by each town council

are based on per camera cost hence the difference.

14. Councillor Yeulett said the national press has highlighted an increase in domestic abuse figures in the current pandemic. He asked what is being done locally regarding this and what extra resource is allocated to tackle the issue. Alan Boughen replied that this is dealt with by several different agencies, including the police primarily to respond to incidents and the Domestic Abuse Sexual Violence County Partnership to deal with education and prevention work. As a CSP, they also deliver domestic homicide reviews which provide learning into domestic abuse that then can be formed into an action plan. They also arrange awareness events for the community and front-line professionals. These events provide education in recognising different certain signs of abuse and can indeed make people aware that they are a victim, and it arms professionals with the knowledge of how to access relevant support. Councillor Lynn said the biggest problem with abuse is that it is under reported and so it is important to get the message out that abuse is not right, encourage people to report it, and to provide assurance that there are people available to help.
15. Councillor Yeulett asked if the relevant authorities have noticed the COVID effect on the number of domestic abuse figures in this area. Inspector Lombardo agreed that recorded figures locally are up by about 26% on 2019/2020. The police continue to receive training from voluntary organisations around domestic abuse and this includes the dangers of stalking. They have a policy of taking robust action against offenders bearing in mind that it may take many incidents of violence before a victim notifies the police. They make best use of legislation to then put in place safeguarding arrangements for the protection of victims. Councillor Yeulett thanked Inspector Lombardo and said he was satisfied that the police are doing all they can.
16. Councillor Connor said he receives frequent reports from a Whittlesey resident regarding lamping and trespassing on their land which affects their livelihood and well-being. Inspector Lombardo said he believed he already knew of this situation, and although it has previously been followed up, he would take the details and make contact.
17. Councillor Miscandlon said the fly tipping of many industrial cannisters of nitrous oxide had occurred recently in Whittlesey and asked if any action has been taken. Inspector Lombardo said unfortunately it would be highly unlikely that they would be able to identify the perpetrator. Councillor Miscandlon said he had further information that he could forward to Inspector Lombardo outside of the meeting.
18. Councillor Booth asked if the CSP could take back the comments provided by the panel today and act upon it as they have done in previous years.

Once again Councillor Miscandlon thanked Inspector Lombardo and Matt Staton for their attendance today.

The Overview & Scrutiny Panel considered and noted the report, the current performance of the partnership for 2020 and the CCTV performance report for 2020.

(Inspector Lombardo, Matt Staton and Alan Boughen left the meeting)

OSC42/20 PROGRESS OF CORPORATE PRIORITY - ENVIRONMENT

Members considered the Progress of Corporate Priority – Environment report presented by Councillor Murphy.

Councillor Murphy added his grateful thanks to the workforce and volunteers who have gone the extra two miles to keep the refuse service functioning and ensured ongoing customer satisfaction. Councillor Mason added his appreciation to all staff for their hard work in such challenging conditions. Councillor Miscandlon said as Chairman of Fenland District Council he would like to endorse these comments and offered his gratitude and thanks to all staff.

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

1. Councillor Booth noted the 28% household waste recycling rate and asked what is being done to improve that rate and how do we compare against other councils. Councillor Murphy said COVID-19 has affected the recycling rates. However, a new bin app has been created which can be used to see what products can be recycled and this is being widely advertised. We also have a successful garden waste service which is more highly subscribed than ever. The aim is to increase the recycling rate and we try to educate customers whose recycling bins are rejected due to misuse.
2. Councillor Purser said he too wished to thank to all the refuse staff who have kept the service running during the pandemic and praised the new bin app. He said it is very simple and easy to use and a brilliant piece of work and congratulated those behind it. Councillor Murphy thanked Councillor Purser.
3. Councillor Wicks said he would also like to complement the Recycling Officer for all the work she has continued to undertake on new recycling initiatives at this time. He asked Councillor Murphy what is being done in respect of known individuals in the area responsible for fly-tipping. Councillor Murphy said that it is unfortunate that we have seen an increase in fly-tipping during this pandemic but it is very difficult to take action against known offenders if we do not have people willing to make witness statements. Unfortunately, we cannot take people to court without backup. The only alternative is for us to catch offenders in the act and this is extremely difficult.
4. Councillor Count said the clause in the corporate strategy is to 'improve our environment'. He said this should be at no detriment to existing facilities. He raised concerns about moorings at West End park which have been taped off for some while and would like to enquire about what is happening with these. Councillor Mrs French responded that she has already made enquiries about these moorings and officers are looking into this.
5. Councillor Miscandlon asked where we are in respect of car parking enforcement. Councillor Mrs French said we are making progress and she hopes to bring an update to Cabinet in March. The timescale for this will be between 18-24 months.
6. Councillor Purser asked if there are any policies regarding recycling old laptops to share with school children and if not, can anything be done about that. Councillor Tierney replied that although a good idea, he had looked into this and it was not as simple as seemed. There is a cost element to preparing old laptops for re-use, they need to be data cleansed, cleared of any viruses, upgraded in many cases and not all models can take the current operating systems. However, he is aware that County Council may have initiated a project. Councillor Count confirmed there is partner project lined up. There will be drop off points such as libraries where people can donate their old laptops and a team of volunteers will be available to strip down the hard drives. A facility will be available for financial support in terms of assistance. Further information will be provided on this and he would be grateful for the assistance of FDC to promote it.
7. Councillor Cornwell asked if Streetscene officers were still monitoring and undertaking enforcement on overstayers on the river moorings in March town centre. Carol Pilson said that the team are continuing enforcement activity on FDC-owned moorings, but their attention has been diverted onto other projects because of COVID-19. However, we can instigate a process to deal with issues if reported to us. Some moorings are owned by Middle Level who have recently made some changes to the byelaws and will be dealing with the issues they have on their own assets. Councillor Mrs French said that efforts are being made to improve the town, including the river to make it more accessible for people and upgrading of the moorings is required, the area badly needs enhancing, it is in a state, and she will push for support from Middle Level at the next meeting of the IDB.
8. Councillor Count said it would be good to know that our policies and enforcement are aligned with Middle Level on this matter. There are boats that should be moved on and when matters return to normal would certainly like to see greater enforcement and joint action between FDC and Middle Level. With all the transformation work and money about to be spent on the town centre this is the ideal time to work to enhance the moorings so that they do not let the town down.

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

OSC43/20 FUTURE WORK PROGRAMME

Councillor Mason said work will be undertaken to the Future Work Programme for the new municipal year and asked that if members had any suggestions or comments in respect of the Plan, then to let him or Anna Goodall know.

1. Councillor Count said in view of the coronavirus, it would be useful for the Panel to consider our performance during the pandemic to see what we did or did not do well. This is not to undermine FDC's fantastic response to the pandemic, but merely as a form of fine tuning our response to any such incident in the future.

3.27 pm

Chairman


Agenda Item 5

ACTION NUMBER MEETING DATE MINUTE NUMBER		UPDATE	TIMESCALE
ACTION 1 08/06/2020 OSC43/19	<p>Councillor Booth would like county council to state what rates they will charge pre-schools (this should have been an action recorded under OSC38/19, item 21).</p>	<p>Response from Sector Development and Funding Manager, Early Years Service, Cambs County Council</p> <p>Cambridgeshire County Council wrote recently to a range of early years and childcare providers occupying buildings on school sites as part of its ongoing work to achieve consistent occupancy arrangements.</p> <p>The ongoing work looks at whether market rents are affordable for Early Years settings or not and then proceeds to adjust the rent downwardly if there is lack of affordability that would threaten the sustainability of the provision.</p> <p>This activity supports the Council's responsibilities for:</p> <ul style="list-style-type: none"> • Maintaining and developing the local economy for the benefit of all; • Obtaining best value in respect of all its financial dealings, including those in its role of being a landlord; and, • Maintaining its assets in order to protect their value over time. <p>This process has been extended to address the impact of the Coronavirus on early years provision, looking at rent deferment and rent holiday options. Both of these options were presented in the letter.</p> <p>All of these measures are designed to make occupancy easier for early years and childcare providers, with more consistent, realistic and affordable property charges. Providers will be asked for certain information relating to their business in order to access the remedial measures on offer. This again is in the interests of consistency and fairness.</p> <p>There is no intention to increase rents in any of this activity.</p>	<p>Cllr Booth requested reinstatement of this item in order to keep a watching brief on it</p>
ACTION 2 08/06/2020	<p>Councillor Booth requested further information on</p>	<p>Response from Neighbourhood Inspector Ian Lombardo</p> <p>The team have been working on a bid for exhaust noise reading equipment and I'm pleased to say this has been</p>	<p>Cllr Booth requested reinstatement of this</p>

<p>OSC44/19</p>	<p>what the police will be doing to enhance their enforcement role in relation to speeding prevention.</p>	<p>successful and the kit has been ordered.</p> <p>A constant complaint is the drivers with loud exhausts driving at speed through the towns and villages and until now we didn't have a calibrated bit of equipment to register the level of excessive noise coming from these vehicles and therefore found it difficult to prosecute.</p> <p>It links in with the speeding aspect as the loud racing sound of the exhaust encourages the driver to driver faster.</p> <p>A day of action will be taking place in the near future.</p> <p>Norfolk have had this bit of kit for a couple of years and they have been extremely positive about it.</p> <p>It's especially useful at car cruises as it's a nice and simple way to break them up as the drivers don't want to get fined and know that as it's a calibrated machine they can't argue with it at court.</p> <p>Alongside this local officers continue to target road related offences including speeding during their routine patrols.</p> <p>We regularly update the community about action that is taken in regards to these matters via our social media pages and monthly councillor reports.</p> <p>The teams will and do undertake dedicated speed enforcement when other priorities allow and also support local communities to set up their own speed watch schemes.</p> <p>We continue to look for new ways to work with our partners to ensure that the roads in the fenland area are as safe as possible.</p> <p>Work is developing to set up an email address for the Police neighbourhood teams dedicated to Local Councillors and partners to feed in concerns such as hot spots for speeding which the team can then respond to.</p>	<p>item in order to keep a watching brief on it</p>
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<p>ACTION 3</p> <p>07/09/20</p> <p>OSC11/20</p> <p>Q1</p>	<p>Councillor Skoulding asked that a follow up letter is sent to all the residents of Lake Close, March giving them an update of when the unfinished road works will commence</p>	<p><u>Update on Lake Close:</u></p> <p>Further to the feedback you received through an email by Member Services on the 5th October.</p> <ul style="list-style-type: none"> • In light of multiple failures to deliver the agreed programme of works by Fosters ...with the latest being the 7th December ...Clarion had had no alternative but to commence termination procedures in line with the contract against Fosters. • As soon as the termination date was reached, Clarion commenced discussions with a new contractor Bowie Construction. You may recall that Bowie stepped in a year ago at this location to undertake emergency works relating to the drainage. • Bowie undertook at their own expense and time some temporary works around the site to improve the appearance of the roads and the safety of them in relation to the raised ironworks. • Clarion have contacted the County Council to appraise them of the failure of the existing contractor and CCC have provided assurances with regard to undertaking their relevant inspection once required to allow the road to be adopted. • Anglian Water have confirmed that there remains 1 more CCTV survey inspection of the drains which if satisfactory will result in the drains being adopted without further delay. • Bowie are currently mobilising the resource to undertake the resurfacing works and Clarion have impressed on them the importance of undertaking this work as a priority. • Bowies have confirmed that they won't be able to start for at least 4 weeks due to all the issues surrounding Covid (either staff having it, staff self-isolating or parents having to home school children). Sadly this is not unique to Bowies and is something Clarion are experiencing on many of their development sites. <p>Clarion have liaised with residents expressing concern as required and intend to send the letter referenced when they have the start date confirmed</p>	<p>Response sent to O&S by Member Services email 5th October – further update provided</p>
<p>ACTION 4</p> <p>08/02/21</p> <p>OSC41/20</p> <p>Q9</p>	<p>Councillor Booth asked for accident statistics concerning young drivers</p>	<p>Matt Staton agreed to obtain this data and forward it on.</p>	

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Agenda Item No:	6	
Committee:	Overview & Scrutiny Panel	
Date:	8 March 2021	
Report Title:	Update on CPCA Growth Service and impact on Economic Development in Fenland	

1.1. Purpose

- To provide the Overview & Scrutiny Panel with a general update presentation on Economic Growth activities between the Cambridgeshire & Peterborough Combined Authority (CPCA) & FDC and to provide a specific update presentation on the CPCA's Growth Service and the impact on Economic Growth in Fenland.

1.2. Key issues

- The strong, strategic economic partnership between FDC & CPCA;
- The positive effect of CPCA funding into the District;
- The impact of the Covid pandemic and the actions between FDC & CPCA;
- The production & delivery of the Local Economic Recovery Strategy;
- A review of progress and effect of the CPCA Growth Service;
- The future plans and direction of the CPCA Growth Service.

1.3. Recommendations

- It is requested that the Overview & Scrutiny Panel considers the contents of the presentation and progress made in relation to Economic Growth activities between the CPCA & FDC and the impact of CPCA's Growth Service on Economic Growth in Fenland.

Wards Affected	All
Portfolio Holder(s)	Cllr Ian Benney - Portfolio Holder for Economic Growth
Report Originator(s)	Justin Wingfield – Head of Economic Growth & Assets
Contact Officer(s)	Justin Wingfield – Head of Economic Growth & Assets Simon Jackson – Economic Growth Manager Alan Downton – CPCA - Senior Responsible Officer Paul Webster – Director - (Gateley) International Investment Service
Background Paper(s)	Local Economic Recovery Strategy – Cabinet – 8 Sept 2020

Overview & Scrutiny Panel

Monday 8th March

***“Update on CPCA Growth Service and
impact on Economic Development in
Fenland”***

Getting
SCRUTED
Volunteers

Format of today's session

Presentation in two parts:

Part 1 - Cllr Benney to provide a broad overview of activity between FDC & CPCA

Part 2 – Paul Webster & Alan Downton to provide update on CPCA Growth Service, impact and future direction

*Getting it
Sorted
Volunteers*

Part 1

Overview of activity between FDC & CPCA

Getting it
Clr Benney
Volunteers

Portfolio Holder for Economic Growth

CPCA Engagement with Economic Growth in Fenland

- CPCA/FDC relationship
- Local Economic Recovery Strategy
- COVID Dashboard
- CPCA Grant Funding
- Growing Fenland
- Government Economic Growth Plans

CPCA/FDC relationship

- Knowledge of support available to businesses from CPCA is key to economic growth in Fenland.
- Early awareness of schemes ensures relevant companies can be made aware of opportunities by FDC in an area where take up has traditionally been low.
- FDC partnership working with CPCA and its funded organisations has seen a growth in applications for grant schemes, business support for SMEs and skills development.

CPCA/FDC relationship

Growth Hub



- CPCA Grants
 - Enabling capital investment for growth or the adoption of new technology
- Start-ups
 - Increasing company survival in the first year in operation
- Business Growth
 - Exporting
 - Intellectual Property



Skills

- Apprentices
- Kickstart

Providing opportunities for young people in Fenland, both to gain employment, develop new skills and increase employability.



Local Economic Recovery Strategy

- Strategic economic partnership – LERS adopted by FDC and other Districts
- Strategy seeks to:
 - accelerate the recovery, rebound and renewal of our economy
 - achieve doubling GVA by 2042
- Four priority sectors:
 - Life Sciences, Digital and AI, Advanced Manufacturing and Materials and Agri-Tech.

COVID-19 Dashboard

- Commissioned by the CA Economic & Business Recovery Sub-group
- On line dashboard
- Purpose to aid local decision making by providing timely information on Covid-19's impact on business and employment

CPCA Grant Funding

- **Local Growth Deals Projects**
 - Live £9.6m (Inc. South Fens EP expansion)
 - Completed £1.8m
- **Transport Projects £37.2m**
- **COVID Capital Grant Allocations £500k**
- **Agri-Tech Grant Allocations £68k**

Growing Fenland

- Development of 4 market town masterplans
- Funding of approx. £1m per town
 - March FHSF match-funding (£900k)
 - Civil Parking Enforcement funding – District-wide (£400k)
 - Business Capital Grant Schemes – Wisbech/Whittlesey (£325k)
 - Chatteris Renaissance fund (£100k)

Growing Fenland

- Whittlesey Interactive Flood Signs (£66k)
- Chatteris Skills Development Project (£36k)
- Wisbech Market Place Enhancement (£200k)
- Whittlesey Heritage Visitor Centre (£500k)
- Whittlesey Heritage Walk (£218k)

Getting it
Sorted
Volunteers

New Government Economic Growth Funds

- **Levelling-Up, Shared Prosperity & FE Capital Funds – Potentially £60m p.a.**
- **Joint strategy for maximising funding & impacts**
- **Development of programme of projects that will directly benefit Fenland's economy**

Summary

- The importance of our strategic relationship with the CPCA
- Our efforts to work together to deliver the Local Economic Recovery Strategy
- The positive impact that CPCA funding has and continues to have on Fenland
- The exciting projects being delivered through the Growing Fenland project
- The huge potential from the Levelling Up, Shared Prosperity & FE Capital Funds

Part 2

Update on CPCA Growth Service, impact and future direction

Getting it
SCRTED
Volunteers

Paul Webster & Alan Downton

Introduction

Gateley Economic Growth Services and the
CPCA Business Growth Service

GEG Services leads a consortium that represents a best in class delivery team our client is confident in.



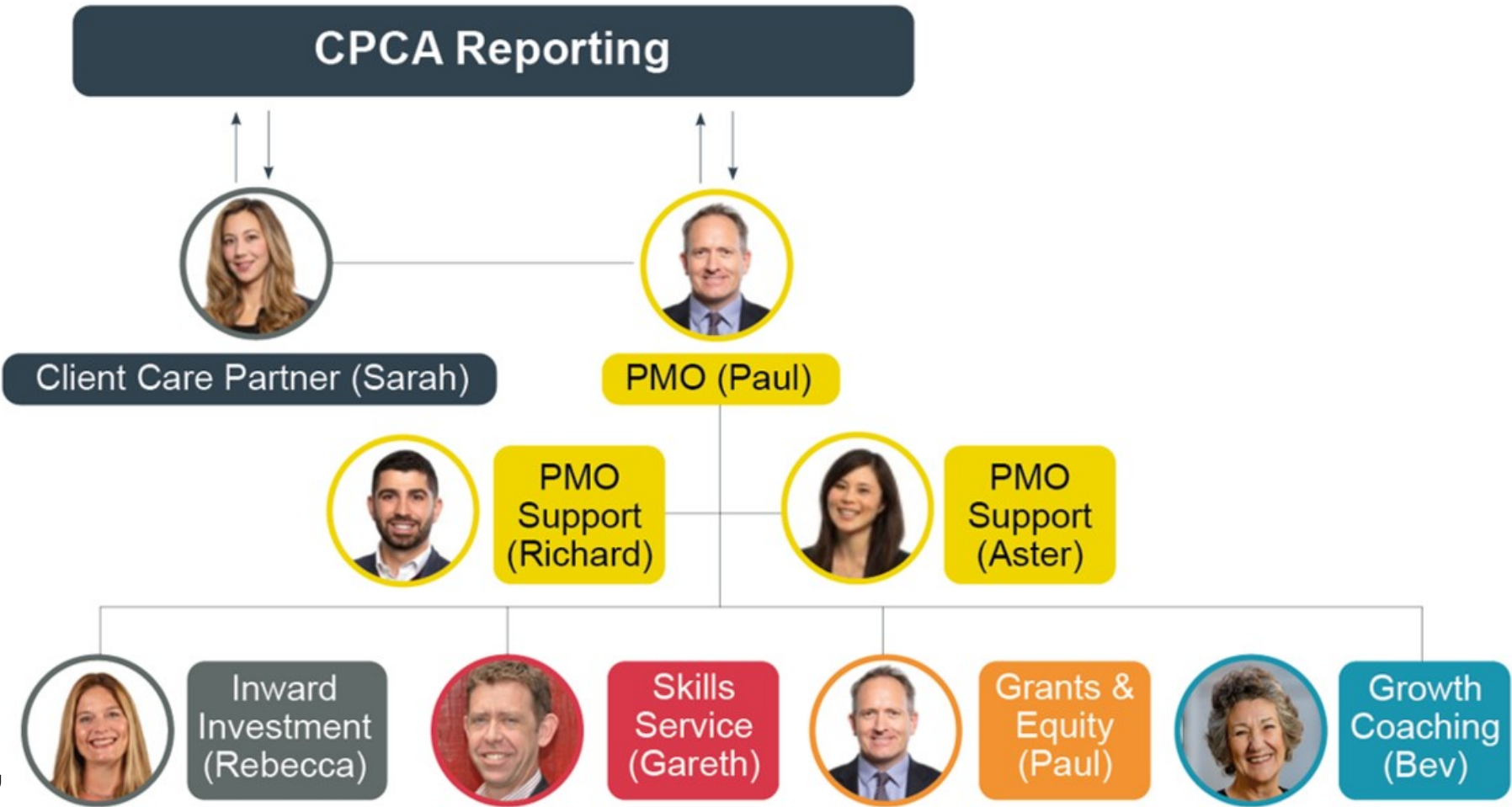
In Gateley, GEG Services and CPCA have an advisory firm with a diverse and capital intensive client base, willing to leverage it for us.

Gateley /

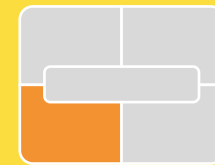
**A pioneering legal
and professional
services group.**

- UK's most active M&A legal adviser for 2016, 2017, 2019 and 2020.
- Extensive Private Equity and Venture Capital client base across the nation.
- Private Wealth and Family Office serving global clients.
- 5 of the top 6 banks as clients to leverage equity growth capital.
- Listed AIM entity and can guide customers through to IPO.
- UK's largest people consultancy

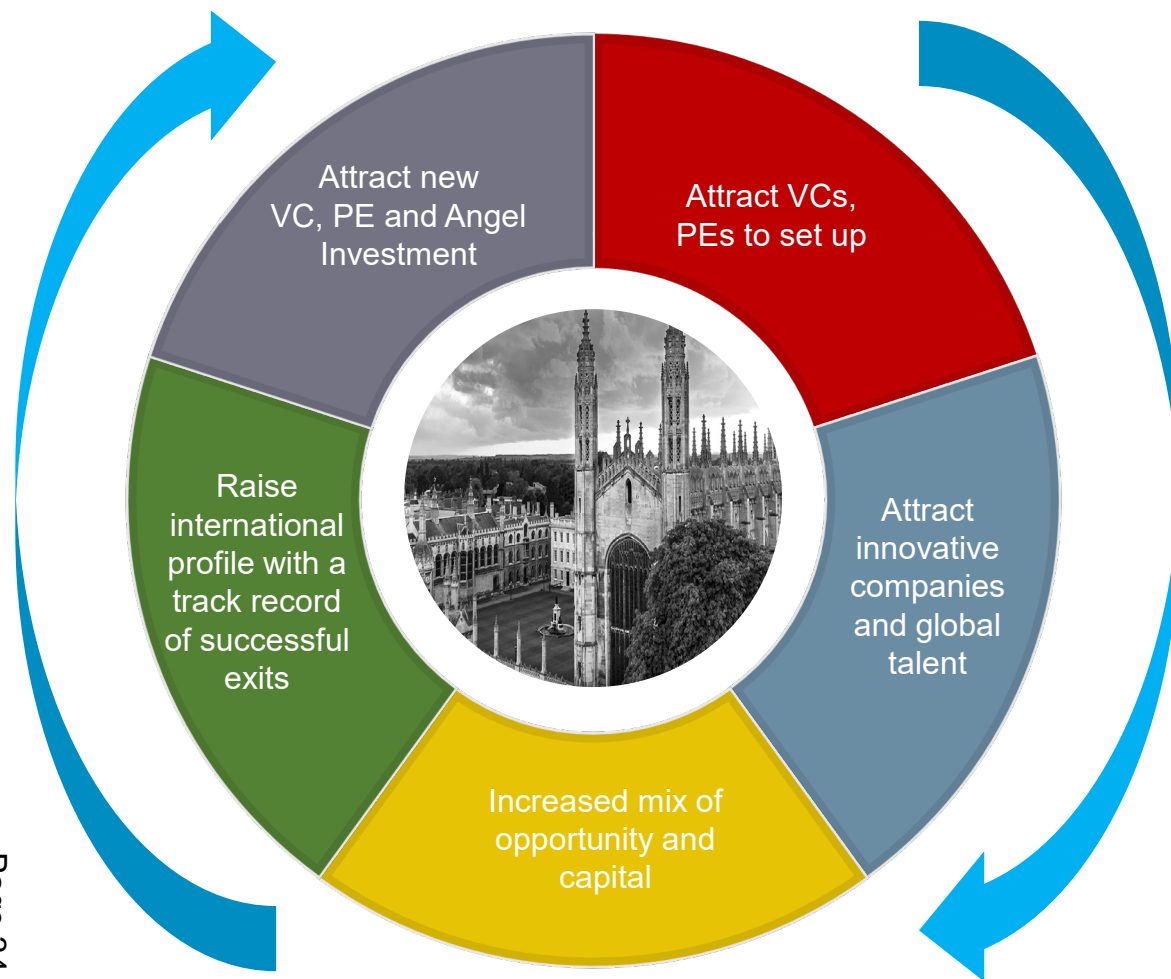
Led by Paul, and with proven leaders in each service line, the heart of the team is organised around a small PMO.



We have created a self-perpetuating circle of capital investment, to act as a hook to bring VCs into patch.



Self-Perpetuating Circle of Capital Investment



The Self-Perpetuating Circle of Capital Investment sits at the heart of our ambition.

- **Retain and strengthen** the position as the UK's largest VC market outside of London.
- **Top 5** VC market in the Europe by **2025** (US\$2bn pa).
- **Top 3** VC market in the Europe by **2030** (US\$5bn pa).
- **Top 5 City** destination in the UK by **inward investment project** numbers by 2023 (30 projects).
- **Top 3 regional** destination in the UK by **inward investment project** numbers by 2030 (100 projects).

Key Milestones.

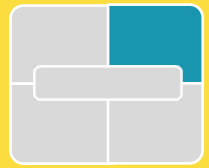


- 26th Feb: **Day 1** Preparations complete for 1st March
- 1st March: Mayor's public launch
- 15th March: Board Papers to CPCA Business Board
- 24th March: CPCA Business Board
- 26th March: **Day 30** working plans complete - last working day pre-Purdah
- 28th March 11:59: Purdah begins
- *PROGRAMME CHANGE FREEZE PERIOD* (6-week core execution)
- 6th May: Mayor Elections
- 7th May: **Day 80** Plans Complete. Demand generation activities go live.
- 28th May: **100 Day** Plans Complete. Full operating model complete.

Growth Coaching Service Line

CPCA Business Growth Service

Growth Coaching Service – Overview.



- To engage CPCA's highest potential growth firms to:
 - Support them accelerate their **growth**
 - Increase their capacity and capability for **growth**



GetSet Service: 1-2-1 sessions incl. business diagnostic, workshops, bootcamps, events, GrowSmart online learning platform

- Help “nudge” leaders towards investing in external professional support to help them grow



Build database of coaches/advisors as examples
Two “Nudge” grant pots (both revenue only): £3m ERDF, and £1m LGF , both 50% match

- To develop a mentoring culture amongst supported clients – create 1000 Growth Champions



All clients (and others) with capability are asked to become mentor/Growth Champions
Campaign to wider biz community

- Responsibility for Growth Hub Management, annual BEIS targets, plus any future support from BEIS to GH

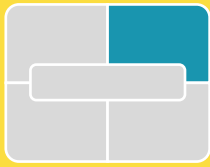


Outset and Outset Online Start-up Support
IDB
P2P networks...etc.

- Consortium-wide Grant transaction compliance and processing



Nudge Grants
Innovation Grants
Relocation Grants

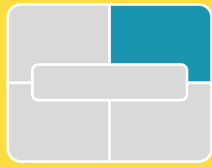


Client Engagement and Support Targets:

- Reach **7,000** businesses and engage **3,305**
- **1,005** using the service
- Target split per company size: We will support:
 - **50%** companies with 3-9 staff
 - **40%** companies with 9 – 50 staff
 - **10%** companies with 51- 250 staff
- We will enable **506** start ups (to deliver the Growth Hub outputs)
- Create **1,000** Growth Champions

Economic Targets:

- Create **3,223** jobs by end of 2023
- Create a forecast of **£103m** GVA



Triple-braided approach to engagement

1. Outreach

- Get out to where our audience is – F2F.
- Ensure literature is where audience hangs - out.
- E.g. Managed work-spaces, innovation centres, libraries, conferences, business & networking events, etc.

2. Partnership Working

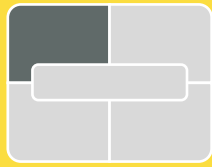
- Build a network of partners – from global players to voluntary and community organisations.
- Generate good referrals, joint marketing and support activities.
- Partners become project champions.

3. Direct Marketing

- Integrated marketing communications including ads, print, mobile and ambient media, radio, events, social media, email marketing, digital campaigns – driving people to web and freephone.

Inward Investment Service Line

CPCA Business Growth Service



Why – how does it stimulate the local economy?

Inward investment is a key part of local economic growth. This is especially true for the UK regions that are all vying for their share of the 'UK pipeline'.

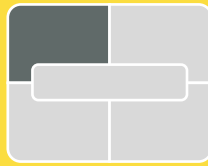
The Business Growth Service line aims to attract the following types of investments in the greater CPCA region:

Foreign Direct Investment (FDI): attracting the CPCA presence, subsidiary or HQ of a company with a foreign parent. This type of investment tends to be higher value, creates higher value jobs and opens the opportunity for future growth and collaboration. It also tends to act as a gateway for international growth and export.

- New Investments
- Expansions
- New Products and Services

Investment from UK companies that do not currently have a foot print in the CPCA area: This could be the attraction of a second UK site into CPCA (i.e. the parent is in Manchester) or it could be attracting companies from high cost areas such as London into the region. While these may tend to be lower value investments than FDI, it still results in job creation and increased GVA for CPCA.

- 2nd UK office
- Movement of companies into a lower cost base
- Continuous growth



International:

Leverage international chambers of commerce to promote the area.

Host joint events and webinars.

Leverage the relationship with DIT and engage with the partnership managers.

Attend key events in market (or virtually) to present on the region.

Maintain a pool of international specialists and draw on their expertise and connectivity.

Work with the GEP to draw on their contacts and high tech deal flow to attract Global HQs.

Lead Generation through commercial partners (London).

Propositions & Competitions:

Develop bespoke sector propositions based on the USPs of the region; ensure these are utilised by DIT.

Run a series of supply chain competitions for flagship investors (i.e. Astra Zeneca) to attract both foreign and domestic entry into the competition and increase a local supply chain.

Run a series of topical webinars, utilise the local network and university network to get local (and further afield) coverage of the Growth Service & its aims and benefits.

Create Marketing 'Themes' to promote such as the 'Innovation Corridor' between Cambridge MA and Cambridge UK or the 'Cultivation Corridor' between the Agri-tech industry of the Fens and that in rural economies globally.

Domestic:

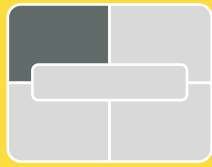
Run a programme that ranks the scale-up potential of companies to identify domestic companies that may be a good fit for the CPCA proposition.

Build strategic relationships with sector cluster bodies and trade organisations.

Work with professional service providers to create a 'bespoke' soft landing package to support new investment in the region.

Leverage the network of commercial partners as a source of lead generation.

Elevator Pitch and Cross-sell opportunities:



Tag lines and Elevator Pitch (Holding Lines):

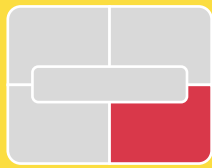
- Dedicated Commercial support to help your business set-up and growth in the Greater Peterborough and Cambridgeshire area; including access to the right people, the right location and the right information to meet your business needs.
- Seamless connectivity locally and internationally across networks, clusters, industry bodies and governments (both local and international).
- Identification of, access to and guidance on gaining the most appropriate financial support (at a local and national level) to support your business needs.

Triggers to refer into the Inward Investment Service Line:

- Is your client raising capital? If so – there may be plans to grow, create new products etc.
- Are they looking to establish another location somewhere?
- Are they going to be employing more staff to grow the business?
- Are they considering moving out of the CPCA area?
- Are they looking for international opportunities (i.e. export/global growth)

Skills Service Line

CPCA Business Growth Service



Leadership Team

- Gareth Preece – Skills Director (Service Line Lead).
- Jim Curran – Implementation & Strategy Lead.
- Rebecca Rhodes – Business & Skills Consultant.
- Christian Warden – Representing Winchester Consulting / TRS.
- Charlie Staerck – Lead Generation Consultant.

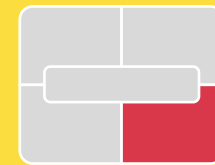
Operational Delivery

- Becky Cook – Lead Business & Education Development Manager (Mat. Leave).
- Debbie Longhurst – Business & Education Development Manager.
- Steve Walker – Enterprise Coordinator.
- Ade Gardner – Events Coordinator and Work Experience Health & Safety Safeguarding Coordinator.

The Business

- GPC Skills is the trading name of Gareth Preece Consulting Ltd.
- Established 2017.
- Focused on Strategic HR, Workforce Planning, & HE Employer Engagement Strategy.
- The Team brings expertise from education & business engagement, policy development, strategic consulting and strategic workforce planning.
- Best known for evidence-based consulting, and challenging traditional approaches.





CORE USP

- Innovative demand-led skills service.
- Dedicated diagnostic tools, including the Talent Development Maturity Index.
- Team of business and skills consultants, to enable growth as well as access talent.
- A robust, proven, portal that will enable access to talent, training and business support material across the CPCA area.
- Online, phone & face to face support.
- Linking the entire learning pathway from schools to high quality careers.

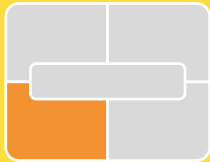
We Value Businesses Who Look Like

- They want to grow, but need help to structure& develop their teams.
- They are finding it difficult to access talent.
- They want to engage in strategic talent development, but don't know where to start.
- They pay the apprenticeship levy, but are not making the most of it.
- They are new to the patch, and want to understand the skills landscape.
- They have a compelling training offer and would like to engage with businesses.

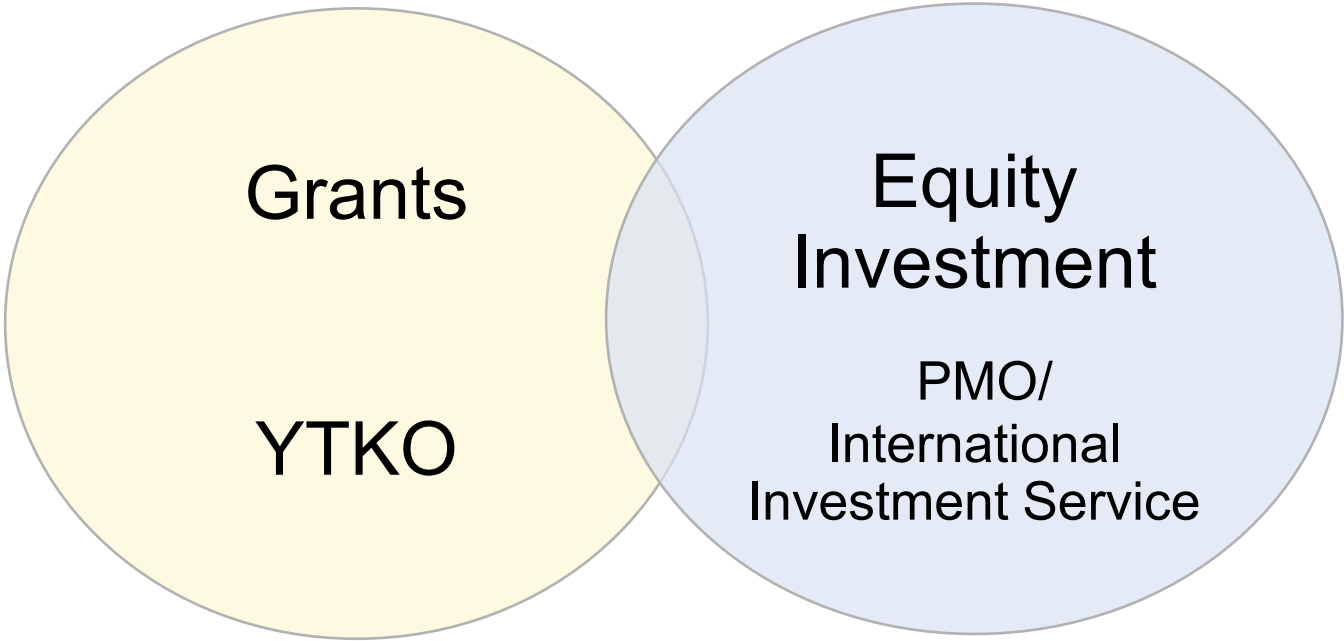
Grants & Equity Service Line

CPCA Business Growth Service

Our transparent investment committee will place Equity Investments directly between CPCA businesses and investors.



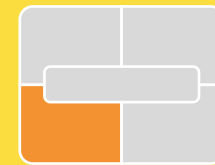
Investment Committee



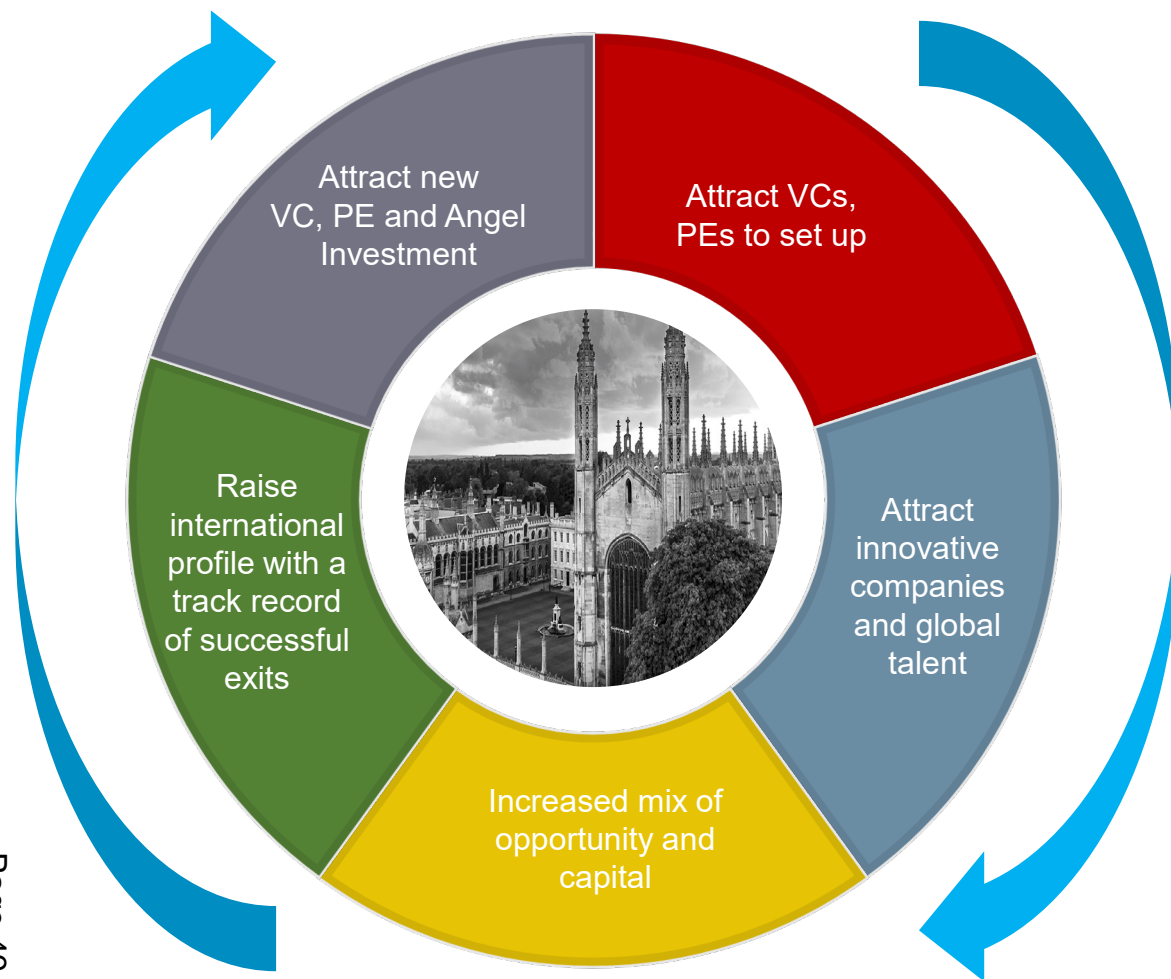
Bringing grants and equity investment under one decision making body delivers alignment and efficiency. The Grant Awards process will be conducted by YTKO adhering to all Government requirements for fraud protection and AML/KYC

Page 48

We have created a self-perpetuating circle of capital investment, to act as a hook to bring VCs into patch.



Self-Perpetuating Circle of Capital Investment



The Self-Perpetuating Circle of Capital Investment sits at the heart of our ambition.

- **Retain and strengthen** the position as the UK's largest VC market outside of London.
- **Top 5** VC market in the Europe by **2025** (US\$2bn pa).
- **Top 3** VC market in the Europe by **2030** (US\$5bn pa).
- **Top 5 City** destination in the UK by **inward investment project** numbers by 2023 (30 projects).
- **Top 3 regional** destination in the UK by **inward investment project** numbers by 2030 (100 projects).

Thank You
Gateley Economic Growth Services

Agenda Item No:	7	
Committee:	OVERVIEW AND SCRUTINY	
Date:	08 March 2021	
Report Title:	INVESTMENT BOARD ANNUAL REPORT	

1 Purpose / Summary

To provide an update to the Overview and Scrutiny Panel of the work of the Investment Board from April 2020 to March 2021.

2 Key issues

- 2.1 The Commercial and Investment Strategy was approved by Full Council on 9th January 2020.
- 2.2 At the same meeting Full Council also agreed to establish a Local Authority Trading Company (LATCo) for the purpose of facilitating the delivery of the agreed strategy and noted the proposed intention that the Investment Board will be able to utilise reserves and/or borrow sums up to a combined maximum of £25 million in order to deliver the objectives of the Strategy.
- 2.3 Following on from this approval the creation of the Investment Board and the delegation of functions was approved by Cabinet on 16th January 2020.
- 2.4 The business case for the creation of the LATCo was approved by Cabinet on 9th June 2020 and Fenland Future Ltd was incorporated on 10th June 2020.
- 2.5 The Investment Board has met three times since inception and details of these meetings are contained in the report whilst respecting the confidential nature of some of the items discussed.
- 2.6 Fenland Future Ltd held its inaugural board meeting on 8th December 2020 and a first draft business plan has been circulated to the Investment Board for discussion and approval.

3 Recommendations

It is recommended that the Overview and Scrutiny Panel note the annual report from the Investment Board.

Wards Affected	All
Forward Plan Ref	Not applicable
Portfolio Holder(s)	Cllr Chris Boden – Leader, Finance Portfolio Holder and Chairman of the Investment Board

Report Originator(s)	Paul Medd – Chief Executive Peter Catchpole – Corporate Director & Chief Finance Officer Carol Pilson – Corporate Director & Monitoring Officer
Contact Officer(s)	Paul Medd – Chief Executive Peter Catchpole – Corporate Director & Chief Finance Officer Carol Pilson – Corporate Director & Monitoring Officer
Background Paper(s)	Investment Board minutes Commercial and Investment Strategy

Appendix: Annual report

Report of the Investment Board

April 2020 - March 2021



1 What is the Investment Board?

- 1.1 The Investment Board was created on 16th January 2020 to help drive forward the Council's Commercial and Investment Strategy which was approved by Full Council on 9th January 2020. The Investment Board is a sub-committee of Cabinet designed to be more "fleet of foot" in order to be able to respond to commercial opportunities in an agile and commercial manner.

2 Purpose of the Investment Board

- 2.1 The Investment Board is responsible for implementing the Commercial Investment Strategy including oversight of the Council's companies and partnerships.
- 2.2 The Investment Board will act as a decision-making body in relation to the functions delegated to it and will report to Cabinet in relation to the exercise of those functions.
- 2.3 Support and advice will be provided to the Investment Board by the Chief Executive, Section 151 Officer, Monitoring Officer and Director of Growth.

3 Membership and Operation of the Investment Board

- 3.1 The Investment Board will comprise a maximum of two Cabinet Members (one of whom should be the portfolio holder for finance if that position is not held by the Leader) in addition to the Leader who will determine their appointment annually.
- 3.2 The Investment Board shall meet on a basis agreed by itself with a minimum of 3 meetings per year.
- 3.2 The quorum shall be the Leader in the presence of a minimum of;
 - a. one other Cabinet Member;
 - b. one senior advisory officer (or their appointed deputy)

An invitation to attend must have been provided to the Chair of O&S at least 5 clear days in advance of the meeting taking place. This notice period may be waived if the Chair of O&S or their nominated deputy so agrees.

An invitation to attend must also have been provided to the section 151 officer and the Monitoring Officer (or their nominated deputies) which will normally be at least 5 clear days in advance of the meeting taking place.

- 3.3 The provisions relating to substitution set out at paragraph 28 of the Standing Orders shall apply to meetings of the Investment Board save that the Leader and Cabinet Members may only be substituted by Cabinet Members [and the Chair of O&S may only be substituted by the Vice Chairman]. Such substitutions to be notified to Council as part of the annual nomination process.

- 3.4 The Cabinet Procedure Rules shall apply to meetings of the Investment Board save in respect of paragraphs 1.6, 1.8, 2.2 (second paragraph), 2.3(g) and (h) and paragraph 2.5(d) which shall be disapplied.


4 Functions of the Investment Board

- 4.1 To determine investment appraisals submitted under Part 2 of the Council's Commercial Investment Strategy together with the most appropriate means of delivery;
- 4.2 To determine business cases submitted under Part 3 of the Council's Commercial Investments Strategy by the Council's companies and partnerships;
- 4.3 To determine the amount and terms of any investments, loans and assets required for the delivery of proposals approved in accordance with paragraphs (a) and (b) above from the agreed budget allocation;
- 4.4 To produce a report to Cabinet twice a year summarising its activities in accordance with paragraphs (a) to (c) above.
- 4.5 Approve the business plans of the Council's companies and partnerships;
- 4.6 To monitor performance and financial delivery in line with the approved business plans;
- 4.7 To ensure that those companies and partnerships comply with relevant Council policies, strategies and objectives;
- 4.8 To exercise decisions, where delegated by Cabinet, in relation to a company or partnerships' reserved matters;
- 4.9 To oversee the relationships between the Council and the Council's companies and partnerships in accordance with the Council's objectives.
- 4.10 To prepare and present an annual report to the Overview and Scrutiny Committee;
- 4.11 To determine for each individual company or partnership whether the Investment Board recommends to Cabinet the delegation of any functions to the officers of the Council.
- 4.12 All other matters not falling within the remit of the Investment Board functions set out at 4.1 to 4.11 above will be referred to Cabinet for decision.

5 Work programme and outcomes

- 5.1 The Investment Board sat on the meeting dates detailed below and considered the matters also shown in the table below as part of its work for 2020/21:-

Meeting date	Outcome
18 th September 2020	<p>Filtering of investment opportunities – The Investment Board agreed a filtering process for identifying opportunities in accordance with Parts Two (Commercial Property Investment) and Three (Regeneration and Place Shaping Investment) of the Commercial and Investment Strategy approved by Full Council in January 2020. The full process was agreed as defined in the Committee papers published.</p> <p>The Investment Board invited Fenland Future Ltd to produce a business plan for consideration at a future meeting and by 31st January 2021 latest in accordance with the Articles of Association for the company.</p> <p>The Investment Board proposed that a detailed business case be prepared for the FDC owned land at the Nene waterfront and approved the investment required to undertake this task.</p>
21 st October 2020	The Investment Board considered a paper on investing in residential housing and provided a clear steer to enable a more focussed paper to be presented at a future meeting.
12 th January 2021	The Investment Board considered three proposals in confidential session namely, a Land Acquisition proposal which was declined after full due diligence was considered, a housing development proposal which was approved for further appraisal work and an update on the Nene waterfront proposal discussed at the September meeting. An indicative timeline was agreed and an outline business case will be tabled at a future meeting.
16 th March 2021	<p>Items on the forward plan are:-</p> <ul style="list-style-type: none"> • The approval of Fenland Future Ltd business plan for 2021-22 • Residential Property Investment • Nene Waterfront progress update • Potential Acquisition under Part Two (Commercial Property Investment) of the Councils' Commercial and Investment Strategy

Agenda Item No:	8	
Committee:	Overview & Scrutiny	
Date:	8 March 2021	
Report Title:	Progress in Delivering the Transformation and Communication Portfolio 2020-2021	

1 Purpose / Summary

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

2 Key issues

Particular successes are:

- 130 press releases published between 01 April 2020 and 31 January 2021.
- Increased popularity of the Council's Social Media Channels. We now have 5,076 followers on Facebook and 8,660 on Twitter.
- Providing vital communications messages on key corporate projects including
 - March Future High Street Fund
 - Business Plan and Budget
 - Annual Report
 - My Fenland transformation project
 - Growing Fenland Masterplans
 - Garden Waste Subscriptions
 - Wisbech High Street project
- Supporting key corporate consultations including
 - March Railway Station
 - Growing Fenland Projects
 - March Future High Street Fund
 - Coates Consultation Area Appraisal
 - Local Council Tax Reduction Scheme
 - Polling District and Polling Places Review
 - Licensing Public Consultation
 - Draft Business Plan & Budget

- Promote Covid related communications to staff, residents and businesses highlighting news, services and support available.
- Increased popularity of the Council's website with in excess of 767,361 hits between 01 April 2020 and 31 January 2021, representing an increase of 34% on the previous year.
- Progress of the Better Online Access Council for the Future project, with the successful launch of a new website and development of online transactions
- Progress of the My Fenland Transformation Programme with the successful completion of Phase 1 of the project. Phase 2 of the project is well underway with a final proposal considered in March 2021.
- Delivery of a suite of ICT projects which are seeking to modernise service delivery across the Council.

3 Key Areas of Focus for 2021

- Continue to promote Covid related communications to staff, residents and businesses highlighting news, services and support available.
- Building on the developments of the FDC website to improve the number of transactions available for residents.
- Implementation of the My Fenland Programme including the completion of Phase 2 and further phases of the project.
- Continue the delivery of ICT projects which are seeking to modernise service delivery across the Council.

4 Recommendations

It is recommended that the Panel considers the progress made in delivering the Transformation and Communication Portfolio during 2020 - 2021.

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 & Communications Priorities

**For performance from
1st April 2020 to 31st January 2021**

Portfolio Holders



**Councillor
Chris Boden**
Leader of the Council



Councillor Steve Tierney
Portfolio Holder for
Transformation,
Communication &
Environment

Quality Organisation

Projects from Business Plan:

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 April 2020 and 31 January 2021, we have publicised over 130 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:

- Multi-million transformation for March gets go ahead
- New plans for 'The Gap', Wisbech High Street Project
- Residents can now use PayPoint to pay for Council bills
- Praise for Council's efforts during pandemic as it secures Customer Service Excellence
- New Council website launch
- Solar-powered saving offer launches in fenland
- Pride in Fenland Awards goes virtual to celebrate district's unsung heroes
- Council secures further funding to realise long-term homes ambition for rough sleepers

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; we now have 5,076 followers on Facebook and 8,660 on Twitter.

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 number 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:

- March Future High Street Fund
- Business Plan and Budget
- Annual Report
- My Fenland transformation project
- Growing Fenland Masterplans
- Garden waste subscriptions
- Wisbech High Street 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 Safety Online events
- Sports Development/Active Fenland programme
- Recycling projects/Getting it Sorted project
- Business events
- Street Pride events/celebration online event
- 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 through questionnaire development, design and printing of associated posters and surveys, and a communications plan to publicise the consultation.

Key consultations included:

- March Railway Station
- Growing Fenland projects
- March Future High Street Fund
- Draft Business Plan & Budget
- Coates Consultation Area Appraisal
- Public Spaces Protection Order (PSPO)
- Local Council Tax Reduction Scheme
- Polling District and Polling Places Review
- Licensing Public Consultation

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.

Website

Current performance:

Our website continues to grow in popularity. Between 1 April 2020 and 31 January 2021, it received 767,361 hits. This is an increase of 34% (570,715) for the same period the previous year.

We are currently working on a CFF project relating to the FDC website: **Better Online Access.**

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.

New Website

The new website was launched in August 2020. The design and content have been transformed in order to offer residents a more modern, user-friendly browsing experience.

We worked closely with services across the Council to improve the content and tailor information towards questions that customers ask the most. We also:

- Reviewed over 5,000 pages and documents to only bring across the information that's most used and important
- Used best practice to simplify content and tailor it to people's reading patterns

- Optimised pages to display equally as well on tablet and mobile devices (accounting for about 50% of total usage) as it does on desktop
- Improved the search tool to return more accurate results
- Made necessary design changes to modernise the feel whilst meeting the new, more stringent, WCAG 2.1AA accessibility requirements
- Added Councillor information to our 'Find My Nearest' postcode look up system

Online Transactions

Online form submissions via the council's website www.fenland.gov.uk were at a record high during 2020 (1 January – 31 December) and saw the most significant increase in uptake to date.

In total, we received 14,578 online form submissions (excluding Garden Waste Subscriptions) – a 50% increase compared to 2019 (9,864).

A number of factors have contributed to this – namely the shift to online services during the Coronavirus pandemic, the launch of our new improved corporate website and the development of new online forms. Total website usage has increased by around 30% this year.

Our website now offers a total of 53 online forms; 9 new ones were developed this year. Highlights to note include:

- 5 Coronavirus business grant application forms enabled over 900 businesses to apply for funding.
- In December, we launched the new Missed Bin (Bartec integrated) reporting form. This received a total of 300 reports in its first month. The form prevents reports being incorrectly being made through querying data from Bartec. Valid Missed Bin requests are automatically added to operative's in-cab work packs without the need for human intervention
- Services are increasingly asking for the development in online forms which shows that their confidence in the website (and its associated benefits) is increasing
- Of our existing forms, the biggest increase in submissions has been seen in 'Order Recycling Sacks' and 'Report a Missed Bin'
- Of our existing forms, the three that are used the most are 'Report a Missed Bin' (2,900 submissions), 'Order Recycling Sacks' (2,700 submissions) and 'Contact the Council' (1,847)

Covid Communications

Covid communications has been a major focus since March 2020 with both internal and external communications.

We continue to follow and publicise national Government and Public Health England (PHE) advice and guidance in respect of COVID-19. We also promote and support all Cambridge wide campaigns and messaging.

The latest information is being shared through the Council's COVID-19 web page at: www.fenland.gov.uk/coronavirus and the Council's social media accounts.

We are also publicising press releases for all key Council news and service information relating to COVID-19.

Key campaigns and messaging since the outbreaks include:

- Community Hub – signposting and promotion of services
- Hardship Fund Payments
- Numerous Business Grants to Fenland Businesses
- Promotion of National messaging – including Tier and Lockdown messaging
- Promotion of Public Health messaging – including rapid testing, vaccination
- Promotion of Cambridgeshire wide messaging – including cancel covid, winter safe, stay safe and stand firm campaigns

In total, we have had 87,000 Coronavirus page views since their launch.

We continue to circulate relevant Covid update comms to staff via emails and the intranet.

Deliver the 'My Fenland' project to modernise customer service arrangements across the district (Cllr Steve Tierney)

The My Fenland programme focuses on modernising the way the Council delivers all aspects of our services to our customers. Current processes, wherever possible, are being streamlined to improve consistency and efficiency across the organisation. Technology is being utilised to improve the process for both staff and customers. The key focus is ensuring we are putting the customer journey first and providing the best possible customer experience.

We have made significant progress with the project, despite the current COVID-19 restrictions. Phase 1 of the programme has been successfully delivered, which has included:

- The successful implementation of Pay Point functionality across the district, which allows our customers to pay their Council bills at an increased number of locations, such as Post Offices, garages, convenience stores and so on.

Utilisation of these facilities has been buoyant.

- The creation of new My Fenland team, includes all of the following teams:
 - The Customer, Environment and Leisure administration team
 - The Customer Services teams
 - The Assets and Projects administration team
 - The Business Centre administration team
- In addition to the teams coming together, we have also successfully introduced the teams working together and co-locating where possible and in line with government guidelines around safe working practices and capacity restrictions in some offices.
- A full review, update and update and relaunch of our website and access points for customers new website.
- Implementation of the telephony upgrade and associated training for employees, which will enable us to provide a web chat service to our customers
- The development of new forms to enable customers to self-serve via our website (e.g. missed bins) removing the need for back office intervention. This has seen a 78% reduction in the manual intervention needed to progress these requests as well as enabling customers to self-serve where possible.
- We have process mapped a number of activities from a number of customer facing and administration teams, including our Licensing functions, our Corporate 3Cs process (complaints, compliments and correspondence), our Freedom of Information request (FOI) process, environmental service requests (e.g. how we process Missed Bins reports), to name just a few. We have streamlined and automated these processes to make them more efficient and customer focused.

The Contact Centre remains open on Saturday mornings and customers are increasingly making use of the Saturday morning Contact Centre facility, with call volumes exceeding the numbers of customers previously seen face to face during the same timeframe. The level of take up of the contact centre opening hours has increased as the service is more accessible to all local residents regardless of where they live.

During August, following the initial national lockdown resulting from the COVID-19 pandemic, we successfully resumed the face-to-face service in all 4 locations via an appointment scheme, therefore providing an enhanced individualised service to our customers who now know when they will be seen rather than having to wait to be seen.

The payment machines in all 4 Customer Service Centres and Community Hubs remain closed as the PayPoint initiative has proven so successful providing greater accessibility for local residents to pay for Council services. Since the second national lockdown which commenced on 05 November, we remain open to customers wishing to make urgent appointments and a press release and postings on social media and the FDC website has communicated this to our customers. To date (since August 2020) we have received just 105 requests for an appointment with 62 of those requests subsequently being fulfilled by a dedicated telephone appointment providing greater

convenience for customers. The remaining 43 customers have been received a personal face to face appointment. Increasing numbers of customers have been utilising the Council website to access services.

Phase 2 of the My Fenland project is now well underway with a proposal for a revised structure and revised job descriptions which has been subject to a formal consultation period with staff. The revised structure and new job descriptions seek to ensure a greater customer focus with staff working patterns better reflecting how and when our customer wish to contact us whilst also providing the organisation with greater resilience. The final proposal will be considered by the Sub Committee of the new Audit and Risk Management Committee in March 2021.

Identify and deliver projects that support us to become a 'Council For the Future' (CFF) (Cllrs Chris Boden & Steve Tierney)

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.

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.

Several projects are in full flow including "My Fenland" which is detailed in full above. Other successful projects include Empty Homes work, Private Sector Enforcement, Civil Parking Enforcement (CPE) and the new website, details of which are contained elsewhere in this report and feature in the draft Business Plan for 2021-22.

Please see further information in the table below:

Project(s)	Cabinet Lead	Summary	Progress to date
Building a Commercial Council	Cllr Chris Boden Cllr Ian Benney	To maximise efficiency and ensure organisational sustainability, we must look for opportunities to maximise our assets and diversify beyond traditional Council functions. Although this is not a new concept, adopting a Commercial Investment Strategy will enable us to pursue appropriate commercialisation and property investment opportunities. This will also support wider growth, housing and regeneration objectives.	We adopted our Commercial Investment Strategy in 2018, followed by our LatCo (Local Authority Trading Company) Fenland Future Limited in April 2020. We have begun the process of disposing of unwanted assets, with income generated contributing towards investment projects.
Fighting Holiday Hunger	Cllr Sam Clark	To control the holiday hunger of school children who would usually receive free school meals during term time. In 2019, Fenland District Council ran a 'Fit and Fed' Physical Activity and Nutrition project to support parents and children during holidays with sessions combining physical activity, nutrition education, healthy cooking and a meal whilst bringing communities together. Supported by funding from the Department of Education, the aim is to extend the project's scope across a wider area (Fenland, Peterborough and South Holland).	231 participants benefitted from Fit and Fed sessions in 2020. Although some half term sessions had to be cancelled due to Coronavirus, we offered a 'takeaway' model during the summer holidays. We were unsuccessful in a funding bid to the Department of Education, which sought to deliver four sessions a week across a wider area.
A Modern CCTV Service	Cllr Susan	Our CCTV service is important to the community. However, it is a non-statutory	We have been operating a shared CCTV service in partnership with Peterborough City Council

Project(s)	Cabinet Lead	Summary	Progress to date
	Wallwork	service and requires changes to ensure it can continue to be sustainably delivered in the future. The focus of this project is to make the service more commercial to increase income whilst reducing the cost of service delivery, with the aim of it being cost-neutral at the end of the Council term.	since January 2020, which is estimated to save £55,000 per annum. The service is performing well and has maintained full functionality during the Coronavirus pandemic.
Transforming Empty Homes	Cllr Sam Hoy	Empty homes are a wasted resource and, if left in poor condition, can be a blight on the local community. As an initial one-year trial, resource is being dedicated to fully understand the numbers in Fenland and bring them back into use. It is anticipated this will generate a financial benefit outweighing the cost of the post and provide much needed local accommodation.	We have recruited an officer to work exclusively on bringing empty homes back into use. For the next new homes bonus assessment period October 20 to October 21 - YTD the officer has brought 32 long term empties back into use. For the financial year April 20 - March 31st 2021, the Officer has brought 79 long term empties back into use. [both as at end of January 2021] Owing to the success of the project, we have extended the officer's post for another year.
Safer homes for tenants	Cllr Sam Hoy	Whilst many landlords provide good quality housing, some do not, leaving tenants to live in unacceptable conditions. Two-year Government 'Controlling Migration' funding supported us to increase our housing enforcement approach with some success, resulting in 2,121 property inspections and 905 interventions. Despite additional prevention and intervention work, and the introduction of HMO (Houses in Multiple	We've adopted a new Housing Enforcement policy. The Council has undertaken 32 positive interventions in response to new requests for service for Houses in Multiple Occupation (HMOs) across the district. The Council has also investigated 163 complaints from tenants occupying privately rented accommodation in the same period. Council officers intervened to remove Category 1 hazards (serious faults) and Category 2 hazards (less serious

Project(s)	Cabinet Lead	Summary	Progress to date
		Occupation) licensing, a tougher approach is now needed to tackle non-compliance.	faults) from properties to make them safe for the residents [end of December 2020].
Clamping down on poor parking	Cllr Jan French	There are many instances of poor parking in Fenland, specifically when people park where they shouldn't in town centres and breach regulations in privately owned car parks. The parking system is very complex. The Police regulate on- street parking but are often diverted to more pressing matters. Introducing Civil Parking Enforcement (CPE) could enable the County Council or ourselves to take over enforcement and issue Penalty Charge notices for parking contraventions	In October 2020, Cabinet agreed for a specialist consultant to be commissioned to review the current situation and many implications of achieving CPE powers. They also agreed for a joint capital funding request to be put forward to the Cambridgeshire and Peterborough Combined Authority as part of the wider 'Growing Fenland' project
Planning for the Future	Cllr Dee Laws	By law, each local authority must have a 'Local Plan' which sets out growth aspirations and the development permitted across its towns and villages. Our current Local Plan was adopted in 2014 and reviewed in 2019, where it was decided that work should commence to develop a new one. This is substantial piece of work, requiring significant public consultation and policy development.	In March 2019, work commenced on a new Local plan for Fenland. An Issues and Options report was consulted on in October 2019, which also included a call for sites exercise. The outcomes of the consultation were published in February 2020. A second call for sites exercise was carried out in summer 2020. Work has progressed on preparing a draft version of the Local Plan and supporting evidence base.
Protecting our Environment	Cllr Peter Murphy	Fly-tipping, littering and dog fouling are just a few examples of behaviour that spoils green spaces and public areas. By	We launched a new dog control PSPO in October 2020. Our Street Scene team continue to investigate environmental issues. We are in the

Project(s)	Cabinet Lead	Summary	Progress to date
		reviewing our wider environmental enforcement approach and the way we work with communities, we plan to adopt a new approach to proactively manage these issues.	process of considering the suitability of various environmental enforcement approaches.
Competitive TradeWaste Service	Cllr Peter Murphy	We deliver a competitively priced Trade Waste collection service. By increasing the income we generate through improving the range of recycling services for our network of 500 small to medium enterprises, we would reduce pressure on our budgets and the need for Council Tax rises. This work will be supported by the new developing National Waste and Resources strategy.	This year we have adapted services to support our commercial waste customers and plans are in place to offer to further support during Covid with an improved range of services
Better railways for Fenland	Cllr Chris Seaton	Although not a typical district council function, we strongly lobby for railway improvements in Fenland to support economic growth and address accessibility issues. The Fenland Rail Development Strategy project (Phase 2) aims to deliver large-scale improvements to station facilities and wider network connectivity through funding by external partners.	Railway Station Masterplans (for March, Manea and Whittlesea) are in the process of being delivered. This has generated around £15million in external investment into Fenland and has resulted in station improvements including new waiting shelters, lengthened platform and an improved car park.
Better online access	Cllr Steve Tierney	Our website is well used by our residents, receiving over 680,000 hits per annum and 10,300 form submissions (excluding Garden Waste subscriptions). It was last	We launched Fenland District Council's new website in August 2020. Its design, content and structure has significantly improved and is receiving

Project(s)	Cabinet Lead	Summary	Progress to date
		significantly updated in 2012 and requires some work to improve the customer journey and support residents to access services digitally through better integrated online forms. A similar piece of work is needed for the Council's intranet staff site. We also manage a number of external sub- sites which need to be brought back into house to improve consistency and realise efficiencies of scale.	<p>positive user feedback.</p> <p>Between 1 April 2020 and 31 January 2021, it received 767,361 hits. This is an increase of 34% (570,715) for the same period the previous year.</p> <p>Online form submissions via the council's website www.fenland.gov.uk were at a record high during 2020 (1 January – 31 December) and saw the most significant increase in uptake to date.</p> <p>In total, we received 14,578 online form submissions (excluding Garden Waste Subscriptions) – a 50% increase compared to 2019 (9,864).</p>
My Fenland	Cllr Steve Tierney	The My Fenland project focuses on modernising the way we deliver all aspects of our services. By reviewing our offer and service delivery, we can look to drive efficiencies through appropriate re-engineering of our processes and organisational structure. Throughout this process, we are putting the customer journey first and will support residents who may find accessing digital services more challenging. As part of its first phase, the project has focused on transforming operational customer facing services through streamlining processes and maximising the use of technology.	See My Fenland Section in O&S document.

Other Projects:

3Cs Update (Cllr Steve Tierney)

Performance for the 3C's service during January 2021 was as follows:

- 100% of correspondence was responded to within the published 10 day response target
- 163 complaints were received during December, 96% of which were responded to within the published timescales exceeding the 90% target
- 0 complaints were referred to the Ombudsman.

ICT Transformation

The ICT service aims to deliver continuous improvement in its journey to modernise the way we work, to deliver efficiencies to our services, and to improve service delivery to our customers. Our achievements since April 2020 have helped to achieve these goals and to transform the way we work in the current Covid-19 situation. Our most recent ICT projects have included the following;

Remote Working

Our aim to enable more staff to be able to work remotely was significantly accelerated last year in our response to the pandemic. Within two weeks of the first lock-down being announced we had enabled all staff that had requested to work from home with a remote working solution.

Desktop Solution

All ICT users have been provided with a device running the latest Microsoft Windows operating system and Microsoft 365 suite of applications. All corporate email is now managed within the Microsoft cloud to deliver a more efficient and cost-effective solution. The latest versions of operating systems and applications are now delivered to our staff on a more frequent basis so that we take advantage of the latest features available.

Video Conferencing / Collaborative Working

The most requested application during our Covid response was Microsoft Teams. This was introduced last summer and provides secure video conferencing functionality and real-time collaboration. All staff now have access to Teams and further functionality is currently being worked on to encourage further efficiency and teamwork.

Online Training

We encourage all staff to take up the cyber security and GDPR training which we provide online. This training is designed for staff to drop in and out of according to available time. The material is updated on a regular basis and forms part of our compliance conditions.

Refresh Programme

We operate a continuous programme of hardware replacement throughout the year which ensures all hardware (telephony / servers / storage / desktops / network) remain supported and fit for purpose. This year every member of staff has now received a laptop to move forward our ambition for agile working and everyone being able to work remotely.

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. This year's successes have included the upgrade of our payment systems to provide customers with more places to make payments and ensuring compliance of systems used.

Security / Compliance

There have been an increasing number of malicious cyber-attacks exploiting the current COVID-19 pandemic. More UK government branded scams have been detected relating to COVID-19 than any other subject. At the same time, there has been a surge in home working amplifying the threat to individuals and organisations. This situation has required us to deliver a controlled balance of the requirements to maintain business continuity without neglecting ICT security as this could create opportunities for cyber threat actors to compromise our systems. During the process of enabling homeworking, we continued to provide robust solutions to reduce any potential threats faced. Also, we again successfully maintained our PSN compliance certification and continue to follow NCSC guidance.

GDPR

We have continued to manage electronic data and assist in digitising paper records. A significant amount of redundant electronic data has been removed from our cloud storage in accordance with our data retention policy. We have also continued to manage paper documents within Planning, HR & Finance to enable the disposal of paper records which are no longer required and back-scan documents we do need to keep and facilitate the process to allow these to be accessed remotely.

Telephony

ICT have this year upgraded our telephony systems including replacement controllers, further system resilience, and upgraded Contact Centre management system. This

has enabled the use of a 'single pane' system for Customer Advisors to manage calls received within the Contact Centre, the introduction of an integrated CRM system to manage customer interactions, and the introduction of soft phone technology. We are currently working on the delivery of 'web chat' functionality to our website.

Current / Future Projects include;

- **Full Security Review** to ensure our systems and processes are adequate to resist most malware / cyber-attacks.
- **Build Further Resilience** around our remote working solution.
- **Introduce More Opportunities for Collaboration** through the use of Microsoft applications.
- **Network Infrastructure Replacement** to ensure hardware is supportable and compatible with other systems. Our network fabric needs refreshing in a similar way to any other system to ensure reliability, availability and performance.
- **Introduce SIP Trunking** to replace out-going technologies and provide revenue savings.
- **Upgrade Business Applications** to benefit from latest features provided and maintain security and supportability. This will also include the introduction of systems that are currently performed manually.
- **Maintain GDPR Compliance** by continuing to manage electronic data and assist in digitising paper records.
- **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.
- **Robust Release Management** processes ensuring our physically separated test environment continues to be appropriately commissioned for the safe testing of new applications / patches / upgrades.
- **Data Storage Review** to ensure we provide the required capacity, performance availability and security for a changing working environment.

Key Pls:

Key PI	Description	Baseline	Target 20/21	Cumulative Performance	Variance (RAG)
PRC1	% of customer queries resolved at first point of contact	95%	Rolling monthly target of 85% per month	97%	
PRC2	% of customers satisfied with our service (March 2021)	96%	90%		
PRC3	% of contact centre calls answered within 20 seconds	64%	Rolling monthly target rising to 46.5% by March 2021	81.91%	
PRC4	% of contact centre calls handled	92%	Rolling monthly target rising to 80% by March 2021	97.72%	
PRC5	Number of visits to our website	684,190	718,000	767,361	

Key:	
	Within 5% of target
	5-10% below target
	10% or more below target

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Overview and Scrutiny – Draft Work Programme 2020-2021

**All Formal meetings are held via Zoom until further notice,
and thereafter will be 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>
Thursday 28 May 2020	Monday 1 June 2020	2.00pm	Via Zoom	Monday 8 June 2020	1.00pm	1.30pm
Thursday 7 July 2020	Monday 6 July 2020	2.00pm	Via Zoom	Monday 13 July 2020	1.00pm	1.30pm
Wednesday 26 August 2020	Tuesday 1 September 2020	2.00pm	Via Zoom	Monday 7 September 2020	1.00pm	1.30pm
Thursday 1 October 2020	Monday 5 October 2020	2.00pm	Via Zoom	Monday 12 October 2020	1.00pm	1.30pm
Thursday 29 October 2020	Tuesday 3 November 2020	2.00pm	Via Zoom	Monday 9 November 2020	1.00pm	1.30pm
Thursday 26 November 2020	Tuesday 1 December 2020	2.00pm	Via Zoom	Monday 7 December 2020	1.00pm	1.30pm
Wednesday 30 December 2020	Tuesday 5 January 2021	2.00pm	Via Zoom	Monday 11 January 2021	1.00pm	1.30pm
Thursday 28 January 2021	Monday 1 February 2021	2.00pm	Via Zoom	Monday 8 February 2021	1.00pm	1.30pm
Thursday 25 February 2021	Monday 1 March 2021	2.00pm	Via Zoom	Monday 8 March 2021	1.00pm	1.30pm
Thursday 6 May 2021	Monday 10 May 2021	2.00pm	Via Zoom	Monday 17 May 2021	1.00pm	1.30pm

17 May 2021

Time	Agenda Item	Fenland Corporate Priority	Portfolio Holder/ Officer/ External Witness
13.00 to 13.30 Pre Briefing			
13.30 to 15.30 Meeting			
	Matters arising – Update on previous actions		Anna Goodall
	Future Work Programme 2020/21	Quality Organisation	Chairman Anna Goodall

Work to be undertaken to create a 12-month rolling Work Programme