

AGENDA

OVERVIEW AND SCRUTINY PANEL

MONDAY, 7 MARCH 2022

1.30 PM

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

Committee Officer: Niall Jackson
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Whilst this meeting will be held in public, we encourage members of the public to view the meeting via our YouTube channel due to the current Covid-19 restrictions.

[https://youtu.be/ 4_VGI2XXYI](https://youtu.be/4_VGI2XXYI)

- 1 To receive apologies for absence.
- 2 Previous Minutes. (Pages 3 - 14)

To confirm and sign the minutes of the meeting of 7 February 2022.
- 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 15 - 24)

Members to receive an update on the previous meeting's Action Plan.
- 6 Update on CPCA Growth Service (Pages 25 - 54)

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 Transformation & Communications Portfolio Holder Update (Pages 55 - 76)

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

8 Future Work Programme (Pages 77 - 86)

To consider the Draft Work Programme for Overview & Scrutiny Panel 2021/22.

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

Friday, 25 February 2022

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

OVERVIEW AND SCRUTINY PANEL

MONDAY, 7 FEBRUARY 2022 - 1.30 PM

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

APOLOGIES: Councillor M Humphrey, Councillor R Skoulding and Councillor D Topgood.

Also in Attendance: Councillors Lynn, Murphy and Seaton.

Officers in attendance: Amy Brown (Head of Legal and Governance), Anna Goodall (Acting Assistant Director), Kathy Woodward (Internal Audit Manager), Dan Horn (Acting Assistant Director), Phil Hughes (Acting Assistant Director) and Aarron Locks (Shared Service CCTV Manager), Niall Jackson (Member Services, GDPR & Governance Officer) and Rowland Potter (Head of Transport, Cambridgeshire and Peterborough Combined Authority).

OSC36/21 PREVIOUS MINUTES.

The minutes of the meeting of 17 January 2022 were confirmed and signed.

OSC37/21 UPDATE ON PREVIOUS ACTIONS.

Members considered the update on previous actions and made the following comments:

- Councillor Miscandlon stated that it would be useful if the ongoing sections of the previous actions had completion dates so that members and the public could have an idea of when the actions were proposed to be closed.
- Councillor Hay asked what the situation was with Peterborough and whether they had completed their review? Councillor Connor confirmed that the Head of Planning was now solely working for Fenland District Council and had been since the start of January.
- Councillor Hay asked what the arrangement with Peterborough City Council was following this and asked what percentage of time the Head of Planning was now working? Dan Horn explained that there was no longer an arrangement with Peterborough City Council regarding the head of service but that the arrangement had continued as normal regarding the shared support manager and the delivery of the Local Plan.
- Councillor Yeulett asked whether the Council could inform members about the Head of Planning's working days? Dan Horn responded that the Head of Planning usually worked Tuesday and Wednesday with another half day during the week and said that he would look at how this could be conveyed to members.

OSC38/21 PROGRESS OF CORPORATE PRIORITY – ENVIRONMENT

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

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

- Councillor Cornwell asked what percentage of commercial and business collections were recycled? Councillor Murphy responded that any collections containing recyclables were recycled but that the recycling percentages for these areas were not in the report but committed to providing these figures to the panel.
- Councillor Hay commented that there was no RAG rating on page 36 of the report for

customer satisfaction. Councillor Murphy stated that the data was not available at the time and that the information would be provided when possible.

- Councillor Yeulett asked whether there was a charge for a green bin to be provided where a household did not have one upon moving in? Councillor Murphy explained that the bins belong to the property and that they do need to be paid for by the property owner even in cases where they are taken as it was not possible to pinpoint who had taken the bin.
- Councillor Miscandlon commended the Environmental Services Officers for their prompt action in Whittlesey.
- Councillor Wicks noted that street collections were being rolled out for normal and recyclable street waste and asked how this was progressing? Councillor Murphy explained that they had almost completed the rollout, with around 50 bins still to be deployed, with them being placed throughout town and village centres along with some being placed in cemeteries. Councillor Wicks asked if they were providing a good opportunity for recycling in the areas they had been placed? Councillor Murphy confirmed that they were and had been full most days so far.
- Councillor Booth stated that the recycling rates for Fenland had previously been described as good and asked where they currently stood? Councillor Murphy responded that they were still in the same position and that this was well above average compared to where they should be. He explained that they were still performing better than any other area in Cambridgeshire. Councillor Murphy made the point that no days of collection were lost during the Covid-19 pandemic but that there had been more staff off due to Covid in the previous weeks than in the last two years. Despite this, he explained that there were sufficient contingencies with officers being drafted in to do certain jobs and loaders being moved from the brown bin service to cover the shortage as the collection rates for brown bins were low this time of year.
- Councillor Booth expressed his concern that the answer had been the same over several years, pointing out that the recycling rate was now 27 percent as a target where it used to be 52. He made the point that official sources stated Fenland were recycling 40-50 percent and that compared to all areas Fenland were 194 out of 398. Councillor Booth explained that these figures were different to what they were reporting and that other Cambridgeshire areas were also ahead of Fenland in the official tables including Peterborough and East Cambridgeshire and raised concern that the panel were not receiving the right figures. Councillor Murphy responded that the figures provided were taken at a specific time and that the two Councils mentioned have given money back as they could not complete their collections recently. He stated that in East Cambridgeshire bins had failed to be emptied for six weeks compared to Fenland who had not lost a single day. Councillor Booth expressed his appreciation that the collection services were doing a good job. He reiterated that when looking at overall performance for 2020-21 the figures provided were at odds with Government sources and the percentage had gone down. Councillor Murphy stated that they were always looking to improve. Dan Horn stated that he would get an explanation for the difference between the figures provided and Government figures.
- Councillor Miscandlon questioned how the Council was progressing with fly tipping issues and asked what was being done? Councillor Murphy responded that when fly tipping is retrieved, officers look for documents such as invoices which had names on and other personal identifiers so that they can identify the perpetrator. He informed the panel that instances of fly tipping were up slightly and explained that instances of fly tipping can be as small as a single bag. Councillor Murphy stated that there were four cases going through the courts at the time and that they were looking at fines of up to £1,500.
- Councillor Miscandlon asked how many successful prosecutions the Council had over the past year and how many were ongoing? Councillor Murphy responded that there were currently four to five cases ongoing but that he was unsure on how many had been successful in the last year as the cases take a while to go through the courts.
- Councillor Cornwell referred to the item regarding the response to the DEFRA Waste Resources Strategy and that DEFRA had delayed their response to the consultation until Spring 2022. He expressed the view that the waste resource strategy dealt with important

areas and asked whether they had any idea of when this strategy would come to fruition? Councillor Murphy informed the panel that he was Chairman of the Recap Board and acknowledged that progress was currently being delayed. He explained that DEFRA had kept blaming Covid for the delays and that he would not be surprised if there were further delays still. Councillor Murphy explained that some items were being pushed back to 2024-25 and there was an unawareness of the cost in these areas, noting that the brown bin service did not make any profit but still costs 900,000 per year to undertake. He explained that the Government was unsure on how they would fund the necessary changes and that certain elements had not been thought out very well causing the matter to drag on, but a close eye was being kept on the situation. Councillor Murphy explained some of the difficulties including that they want to collect food waste on the roadside which would require separate bins in these areas. He also stated that they wanted to move to electric vehicles but that this cost £400,000 per vehicle compared to £250,000 for the current vehicles and explained that they cannot switch to these overnight as they cost too much and so the change would need to be phased in. Councillor Cornwell asked whether the Council were putting pressure on DEFRA to try and improve situation? Councillor Murphy confirmed that they were along with putting pressure on the Government due to cost worries.

- Councillor Booth referred to the fact that it had previously been reported that replacing street lighting stock in rural areas would be completed by the end of December, but that work was still ongoing and asked if there was any update. In Councillor Mrs French's absence as portfolio holder, it was resolved that the information would be sought after the meeting.
- Councillor Yeulett referred to the appointment of a specialist contractor and asked how the costs were being paid for and what the cost to Fenland were? Phil Hughes explained that this was part of the Growing Fenland fund and that he would double check this with Councillor Mrs French. Councillor Miscandlon asked for a written update to confirm this.
- Councillor Mason congratulated the Environmental Services Team and officers on their performance and thanked the present officers and Councillor Murphy for their time.

The progress of Corporate Priority – Environment was noted for information.

OSC39/21 COMMUNITY SAFETY PARTNERSHIP

Members considered the Community Safety Partnership presented by Councillor Lynn.

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

- Councillor Hay noted that the Community Safety Partnership funding originally came via the County Council from Central government but that once the Police and Crime Commissioner was created it was delivered through them. She asked why no funding had been received from them from April to December 2021? Councillor Lynn explained that they had not received any funding as it was awarded on a year-by-year agreement and when the last commissioner finished his term the funding also stopped, which was due to the election and the appointment of a new commissioner. He stated that the new commissioner undertook many consultations to decide on his strategy going forward and that funding was lost during this period as they were told it was changing. Councillor Lynn explained that once they had set out the new Local Plan they had put a new agreement in place to offer funding on a three yearly period which covers his term of office. Councillor Hay queried that if Fenland District Council did not have the funding, then no work must have taken place to which Councillor Lynn informed her was not the case. Councillor Hay asked why they had not insisted on the funding being backdated to cover this period? Dan Horn informed her that they had made representations prior to the new funding agreement and that this was essentially the point that had been made. He explained that they had been able to fund the work from residual reserves to cover the gap in costs.
- Councillor Hay stated that the Police and Crime Commissioner is elected every 4 years and raised concern that should it be a different person elected the Council would lose funding

again. Councillor Lynn agreed that this would be the case. Councillor Hay suggested that they should be making representations to suggest that funding be carried over whenever a new commissioner takes office so that they have time to look at the details without Fenland losing out. Dan Horn responded that they would need to be making representations like last time but that they were not persuasive enough last time. Councillor Hay expressed the view that if this occurred again and further funding was held back then this would need to be made known to the general public.

- Councillor Hay referred to page six of the report where it mentions talking to sports clubs linked to Polish schools. She queried whether there were any Polish schools in the area? Dan Horn explained that there was not a Polish school but there was a Saturday school held at the Rosmini centre and that there was a similar provision in Huntingdon. Councillor Hay requested that they make this clear in the future.
- Councillor Hay stated that there were partners RAG rated red but that there was no narrative in there to explain why. Dan Horn explained that this area was still incomplete which was why it was rated red and informed her that they would come back with a timescale on when they are likely to complete this area. Councillor Hay made the point that there were also no RAG ratings against drug and alcohol. Dan Horn informed the panel that this was an oversight in terms of this rating and explained that the first should be green and the next two amber.
- Councillor Hay referred to the fact that CCTV in Fenland had merged with Peterborough City Council in January 2020, but Chatteris Town Council did not feel like they were getting value for money, with there being 93 incidents with only 1 arrest or fine. She pointed out that this seemed to be a low number compared to the number of incidents. Aaron Locks explained that the number of cameras does not always relate to the number of incidents as it is more to do with the environment they are in. He stated that Chatteris had one of the lowest crime rates in the area and that in comparison to March it was lower due to the lack of nightlife. Aaron Locks explained that a lot of incidents caught in Chatteris were dealt with differently due to their nature and did not lead to arrests. Councillor Hay made the point that there had been incidents of criminal damage and drug dealing in certain areas and asked who was responsible for the cameras being placed in the correct areas? Aaron Locks responded that the CCTV provide lots of evidence to find and educate perpetrators and that the age and offences did not constitute arrest. He explained that old cameras were not easy to redeploy but that new cameras were moveable and in the future they can respond quickly to new developing trends. Councillor Hay asked who would pay for the cameras? Aaron Locks explained that this would be discussed with partners when necessary but that in Peterborough they had been funded by Peterborough City Council. Councillor Mason thanked them for the explanation as the figures had been a worry at face value.
- Councillor Miscandlon expressed his concern around e-scooters and their prevalence in the market towns. He stated that there was currently a pilot scheme in Cambridge City but that they were illegal to use outside of this area and made the point that it was easy to spot them on CCTV and asked what the Police were doing about the issue. Andy Morris agreed with Councillor Miscandlon's comments and that they had also been an issue in Peterborough. He stated that they were working with educating retailers to make them accountable as they are illegal unless used in private spaces, but retailers were currently failing to make this known. Andy Morris informed members that they had a team who were proactively focusing their attention on this and explained that some people will not know that they are illegal, with e-scooters being seized where necessary if deemed proportionate. He made the point that the issue was not going away and that they needed to find a balance of education and punitive action. Andy Morris explained that if they put up posts every day regarding e-scooters it gives the impression that this is their only focus which so this was being avoided.
- Councillor Miscandlon stated that most riders were school children and asked whether they would consider going into schools and educate them as it was an issue that needed serious consideration as there had already been 16 deaths and around 500 accidents. Andy Morris responded that he would take the recommendation on board and that they do have educators that already visit schools. He explained that they had recently obtained the

capacity to do proactive work around issues affecting the public and have officers planning on tackling these issues. Andy Morris stated that people are being prosecuted were appropriate and that he would get the data on the number of prosecutions, referrals and education programmes for the panel.

- Councillor Yeulett acknowledged the effect of Covid on implementing plans and measures for the Police and asked what they were seeing regarding domestic abuse rates and whether there was an upwards trend, questioned what they were doing to prevent and challenge these issues. He recognised that street drinking in Wisbech had decreased and asked whether they had a plan to help keep it that way and build on the already decreasing problem? Regarding domestic violence, Councillor Yeulett asked whether there was a strategy in place and a team focusing on that and whether they were educating people on how to recognise it. Andy Morris explained that he could not provide a response regarding domestic violence as they were not a response team who dealt with those issues, it was however a force priority to reduce domestic violence and that they had a vulnerability focus department. Councillor Yeulett asked who was responsible for taking action in this area? Andy Morris explained that it was a Police responsibility but that they did not respond directly to 999 calls as there are specialist teams for these circumstances. He explained that every domestic incident must be reviewed and signed off by a supervisor and he could not answer whether the figures were increasing or decreasing as they did not have that data. Councillor Yeulett asked where the link with County was and how the schemes here were helping and preventing cases of domestic abuse? Dan Horn responded that the Community Safety Partnership brought all work together and allowed them to ask the country wide board what help is needed on a local level. He stated that the actions were set out in the action plan and one example of Fenland work in this area was the Domestic Abuse Housing Accreditation which was working with the Housing Options Team and training them to ensure that any resident presenting as a victim of abuse would be dealt with appropriately.
- Councillor Yeulett asked whether they had a handle on the volume of domestic abuse and questioned whether they were making a difference and if there were any statistics to show this was happening. Dan Horn responded that he would take this away and provide figures around the trends. He stated that they had received a presentation on familial domestic abuse and that Fenland had been highlighted as a pinch point and that he would provide the trends from this.
- Councillor Yeulett reiterated that street drinking was down and asked how they would keep it that way? Councillor Lynn agreed that street drinking had decreased but explained that they were unsure about how much of this was due to Covid as it goes down during the Winter period anyway. Andy Morris explained that they were taking a partnership approach to look at why people were on the streets, which he had brought with him from his time in Peterborough, and that they are looking at providing support and looking at rehabilitative measures before taking punitive action. He stated that there were 46 people on the Peterborough scheme and only 4 refused any help and in these cases, they would be banned from the Town Centres. Councillor Yeulett commented that it was currently a very good base to work from as offences were low at the moment.
- Councillor Purser expressed the view that he had witnessed an alarming amount of antisocial driving with people driving too fast late at night and was concerned that someone might get hurt. He asked whether there was a possibility of a Police presence to help reduce the risk as it was always too late by the time it was reported. Andy Morris responded that this fits in line with Vision Zero, if specific details of where and when it was occurring were provided and it was blatantly clear then they could send someone out the next day to deal with it. He encouraged the reporting of any instances and was happy to give his personal details and have conversations with those people but explained that there may be reasons for not being able to be present or deal with the offence. Councillor Purser stated that he had seen the offences himself and that those showing off was a worry. He reiterated that having an officer or car there will deter people from committing the offence in the first place. Andy Morris explained that the positive news was that from the start of January they were up to full capacity and they now have the ability to start to undertake this work. He stated

that he could check the work shift patterns and when people are working late shifts he could feed back to focus on these areas.

- Councillor Miscandlon stated that they now had a considerable amount of data regarding speeding with instances of people speeding up to 105 MPH. He explained that the speed cameras do not record the registration numbers, only speeds and times, although caveating that some speeding may be from blue light vehicles on occasion. Councillor Miscandlon explained that the Police and Crime Commissioner had been promising days of action where the appropriate paperwork would be issued to those speeding and noted that he could arrange for the data to be sent to the Police if they had not already seen it. Andy Morris explained that they can analyse this data, look at key times and direct teams to work at those times and places. He stated that new officers had been undertaking their initial induction and had received specific training around neighbourhood policing so he expected to begin to see tangible results that he could share with the panel in future in this area. Councillor Miscandlon stated that if he provided his details they would get the data to him.
- Councillor Connor made the point that there had been a meeting a few months ago where a promise of a few days of action were made and asked whether they could chase up this up to see where they stood regarding this? Councillor Miscandlon stated that he was with them the previous day and that he had chased this up. Andy Morris responded that he would find out when the days were and confirmed that Councillors would be allowed to attend on the day. Councillor Mason made the point that they had spent a lot of time and money on this and that all that was needed was the support for the end product.
- Councillor Booth made the point that road safety had been raised by the Overview and Scrutiny Panel for a number of years and asked whether the action plan was effectively saying that road safety is now the remit of community groups. He also pointed out that in the previous year this had been placed on the action plan as a priority area but it seemed to have dropped off which was a disappointment. Dan Horn responded that, regarding the Road Safety Partnership, officers from Cambridgeshire County Council had come before the panel a year ago to detail the Vision Zero Strategy that was being launched at the time. He explained that the Council had asked the Road Safety Partnership where they needed support from a Community Safety Partnership perspective and a lot of focus had been around assisting with the recruitment of volunteers, support for the Vision Zero scheme in Fenland had been offered and if there was a gap where support was required. Dan Horn said that it was an area they could take away and revisit if it remained a real concern and they could come back and show what progress there had been as a Vision Zero partnership if they so wished. Councillor Booth welcomed this and stated that the communities that he represented also see it as a problem and that Fenland was in the top 3 for fatalities amongst young drivers which was an issue that needed to be addressed. He said that it was unfortunate that the assistance from the Police had reduced on this matter due to more urgent issues in the past few years. Councillor Booth explained that it did not look like they were getting more Police resources for these community-based issues, acknowledging that some issues were due to Covid which had stopped the Community Speed Watch for a while but expressed his concern that they did not seem to be moving forward with this issue which he believed to be an urgent issue.
- Councillor Count asked whether the Road Safety Partnership made any bids for funding as Cambridgeshire County Council had £454,000 that had been specifically allocated to new scheme development and that they had predicted that they would not have spent any of this by April 2022. He had been informed that this was because the Combined Authority and the Greater Cambridge Partnership had not approached them with any new schemes so there had been no use for the money and asked why this money had not been used on safety measures as Cambridgeshire County Council are responsible for highways safety, but they had never received a response back. Dan Horn explained that the relationship with county wide partnership for road safety is that they ask where they need support and he could take back the feedback and enquire as to whether there are plans for Fenland in relation to that which fits in with the Vision Zero action plan.
- Councillor Wicks asked what action had been undertaken in primary schools as children did

not like speeding and had organised their own march previously which lasted 2 years before Police time was taken elsewhere. He questioned where the primary school engagement was going to come from and what engagement there was with youth at clubs and events? Andy Morris explained that the neighbourhood change programme had hurt resources and they now only had 3 officers covering Fenland. He stated that they used to spend significant time on this area and that it was hard to admit they did not have the necessary resources as he was a big believer in social mobility. Andy Morris stated that he wanted to incorporate a model to turn visions of Police on their head by building relationships with the Police and younger people. He explained that the role of a Police Officer was more than just enforcement and that he wanted to change mindsets of what it means to be an officer, with other areas having moved forward like this and he wants this to be replicated across the market towns.

- Councillor Wicks asked how they were progressing with regards to modified cars and noisy exhausts? Andy Morris explained that the monitoring equipment was shared between Fenland and Peterborough but that they try to keep it in Fenland and use it as much as possible. He stated that monitoring is intelligence led and that they focus their attention on specific problems at specific locations.
- Councillor Booth stated that he had been informed that the Police and Crime Commissioner had agreed to fund a problem-solving coordinator for Fenland for 3 years to enhance the work of the safety partnership. He asked how they were going to recruit to that and noted that there would also be a pot of funds for community schemes and asked how they would ensure that Fenland would get their fair share of that? Dan Horn confirmed that they had received funding for the next three years and that part of that had been put aside to recruit to the role. Regarding the additional fund, he informed the panel that they had already set up a working party to look at this, but they were still awaiting final guidance around the use of the funds. Councillor Booth reminded them that they should engage with Town and Parish Councils as they may have links to groups and organisations that could help with certain schemes. He also stated that they would benefit from an increased presence at events such as the Golden Age Fairs as they could receive feedback from communities on what they think the priorities are. Dan Horn accepted the feedback and he would take engaging with Town and Parish Councils back after the meeting. Councillor Lynn noted that they were waiting on confirmation of how the fund could be used and committed to sharing the information with the panel when provided.
- Councillor Count referred the previous point that exhaust noise was intelligent led and explained that a resident had reported an incident and felt that he was not looked after. He explained that the registration number had been given and asked whether they could go to the house and investigate this in that circumstance or what the normal process was. Andy Morris noted that the response from the Police has to be proportionate and that going to the house would not be unreasonable if it was causing distress. As for the response at the time, he explained that he could only assume that they did not have the officers to respond to it. Andy Morris informed the panel that if the correct team was on duty people are likely to get a response but if they are not then there would be no response as the incident is of low threat, harm and risk. He did expect the team to be reviewing calls and seeing if there are any ways they can help retroactively when they are on duty. Andy Morris explained that the offence needs to take place on the road but that they can go and talk to them about it if reported, which may not be the response that they wanted, it gives people confidence in calling again and provides a response. Councillor Count thanked Andy Morris and stated that continued reporting of the persistent offender might get a response eventually.
- Councillor Count informed the attendees that in the previous year the County Council had introduced a community capital scheme of 5 million pounds to be used across the whole of the County, with the brief being fairly open as to what it could be used for and was open to any scheme that would improve people's lives. He stated that there should be a new community capital fund pot approved shortly but that the criteria might change. He informed the attendees that this would be good to keep in mind when putting their bids together.
- Councillor Booth stated that lots of work had taken place with younger people regarding

loan sharks and asked whether they are actively targeted by loan sharks and why they were looking at that age group. Dan Horn explained that there was a rationale behind this and that the funding had been provided from a bid to the illegal money lending team. He explained that the national team thought engagement through schools would be a good route as they take this information home and share it with their families and it also allows them to be aware of the issue when they get older in later years. Councillor Lynn made the point that there had been lots of publicity and that lots of people knew the work was going on which helped raise the profile.

- Councillor Booth stated that they were working with a new credit union and asked what had happened to the old arrangement with Rainbow? Dan Horn informed the panel that Rainbow was no longer around and so they needed to find a new company to work with.

The Community Safety Partnership report was noted for information.

OSC40/21 WISBECH RAIL UPDATE

Members considered the Wisbech Rail Update presented by Rowland Potter. Councillor Mason introduced Rowland Potter and welcomed him and Councillor Seaton to the meeting.

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

- Councillor Booth asked where the timescales for the project were and expressed the view that more research needed to be done. He asked when they would see the project undertaken and asked for more context around timings. Rowland Potter appreciated the frustration over the time taken and explained that there had been challenges due to the line being out of use. He explained that a detailed business case had been created for the heavy rail option and that this had been put forward. Rowland Potter acknowledged that they had put in a strong submission for restoring the existing railways but this had been rejected on several grounds by the restoring railways fund application, including the high-cost estimate and the fact that the proposal suggested two services per hour from Wisbech to Cambridge which Ely Station did not have the current capacity for. He explained that they had been advised that they could continue developing a third-party scheme and that it would be reviewed once the Ely capacity issues had been resolved towards the end of year. Rowland Potter stated that after positive engagement with the relevant areas they went back to Board and requested further funds to progress to the next stage. He made the point that the first business case had failed to engage with Network Rail, explaining that Network Rail had a project control framework with a section called 3 and that they had opted to go down the 3b route which is the technical build up and Network Rail then completed 3c which was the review, with there being some challenges as they had gone directly for heavy rail and had discounted light rail early with Network Rail stating that there needed to be evidence of the review of light rail. Rowland Potter informed the panel that they had received one report back which was the technical report, summary of the business case and recommendations on how to progress and that they were awaiting the other report on demand modelling and how profitable it would be commercially, with it being the intention to return to the Transport Committee Board in March with the reports. With regards to the question about the programme, he stated that if they got approval then they were expecting that there would then be a recommendation for a refinement of the business case based on the recommendations that had been given which would lead into consultation and the consideration of light rail. Rowland Potter hoped that the process would be shorter as they already had a strong business case for heavy rail and predicted that it could be completed within six months.
- Councillor Booth stated that he had heard that the new Mayor was considering the light rail option and asked what the difference was to heavy rail? Rowland Potter responded that there were a variety of potential options, heavy rail was the traditional service that could run on main lines whereas light rail cannot run on the same rail as heavy rail due to safety concerns. He explained that the cost was a significant difference, with the heavy rail option

needing a significant upgrade to the current tracks and the problem with the heavy rail option lay with the crossings as the old ones could not simply be reopened as they would need full barriers. On the other hand, Rowland Potter informed the panel that light rail could work with crossings that have half barriers or traffic lights and that it could also potentially run on refurbished tracks. He made the point that they were also looking at whether a shuttle service would be possible and whether connectivity would be possible with an option to join the main line. Rowland Potter explained that they needed to present both the feasibility and affordability, but they also needed to consider whether the people of Wisbech want a shuttle service to just March or whether they want to travel to the rest of the country.

- Councillor Miscandlon asked whether they could come back to the panel with a definitive update on where they were once they had a better understanding as the Council and public need to understand what is going on. Rowland Potter stated that they could come before the panel again after the papers were published as they were still building up the details at the time. Councillor Seaton responded that as soon as the papers were published in March he would be happy to circulate the details to panel and members in detail.
- Councillor Count stated that he was disappointed about the update as it was very short and brief, making the point that light rail was not even mentioned in the report despite it seeming to be an option on the table. He expressed the view that there seems to be an old piece of paperwork on heavy rail and a new vision on light rail and also the mention of the possibility of new innovative mass transport. Councillor Count made the point that it had been quoted that by ruling out heavy rail the chances of the incinerator being built in Wisbech would be non-existent but that there had been nothing else mentioned about other alternative innovative means and it was a shame that the other options were not detailed as they seemed possible. He also noted the possibility of connecting other communities such as those in Friday Bridge and Coldham. Councillor Count expressed his worry that next paper would not give the options to allow people to pick a preference and questioned what the timescales for the different possibilities were and asked what position the Mayor was taking. He stated that it was previously part of the levelling up agenda and that without bringing Wisbech in via better transport links the issues there would never be solved, explaining that they wanted to put Wisbech residents in reach of better jobs. Rowland Potter accepted Councillor Counts point on the detail of the report and explained that in relation to the Mayor's position he would not predetermine the outcome and explained that it was and had always been his intention to get a connection between March and Wisbech. He explained that the lack of detail in the paper was down to the fact that they had not received the reports from Network Rail yet and that there were a variety of solutions, with some possibilities including an automated system with light rail that could have the technology for on demand stopping. Rowland Potter explained that all of that had to be looked at in the proposal and that there were different financial challenges with different possibilities. He explained that there were all sorts of possibilities, from heavy rail and new hydrogen trains down to revolution very light rail which for all intents and purposes looks and feels like a train and they needed to look at modelling for commercial viability for just the shuttle only service as the difference could be considerable based on the difference in expenses. Rowland Potter informed the panel that in terms of detail they were trying to give as much as possible but that they were still working on a lot of the detail at that time.
- Councillor Count expressed the view that any business case for rail would be aided by late rail services in March and people cannot work in Cambridge as it was not accessible by rail due to early and late trains being non-existent. He stated that it was important to get early and later trains for this reason. Rowland Potter explained that he was engaged in talks around this and that they had brought together the train operators to look at challenges with the last Mayor. He stated that they were looking at connectivity with buses alongside the railway times and that there had been recent meetings following the opening at Soham but whilst the issue was on his radar there had been challenges throughout the pandemic.
- Councillor Cornwell expressed the opinion that ultimately the decision would be financially driven and questioned whether they should be consulting with Wisbech residents already about what they want as there was no point going down certain routes unless the demand

was there. Rowland Potter agreed that they did need to ask the people of Wisbech what their preference was, but they also needed to consider the people of Wisbech of the future. He explained that they want to bring new people in as well through the scheme and make Wisbech a more attractive place and the consultation would be aimed at the wider community and businesses as well. He referred the mention of freight being an option and explained that palletised freight was being considered and could be an area worth further exploration.

- Councillor Cornwell asked whether they were considering further links noting that if they went down light rail route they could link in with other areas such as Downham Market. Rowland Potter stressed caution on expanding the scope of the scheme as the focus had always been on Wisbech to March and he would be hesitant to widen the scope at this stage as it would slow down the whole process. He explained that there was the possibility of future links but that they wanted to focus on what they had currently. Councillor Seaton explained that they did not want to dilute what they were currently doing, with the project having been going on for a long time and that they did not want to lengthen the task further. He explained that until they knew what was feasible they could not go to consultation but that they would be undertaking this as soon as possible. Councillor Cornwell reiterated that there was little use in producing a business case for something that no one wants. Councillor Seaton explained that they would be presented with options and costings and that it would not be a single take it or leave it case.
- Councillor Wicks referred to the change from Network Rail to publicly owned rail and asked whether this would be another issue to overcome? Rowland Potter responded that Great British Railways were looking to streamline the processes and explained that they were already engaged with them but that they still needed to look at the process with Network Rail until the change was complete but the change to Great British Railways could be beneficial. He stated that there could be an opportunity to create further access but that it needs to be affordable and be a service that gets people to where they want to be and back when they want to come back. Rowland Potter explained that they were not looking at the transition to Great British Rail being a negative at this point.

The Wisbech Rail update was noted for information.

OSC41/21 FUTURE WORK PROGRAMME

Members considered the Future Work Programme:

- Councillor Mason reminded the panel that they would be reconvening again before the next meeting to receive a briefing on the budget.
- Councillor Miscandlon noted that he would like to see Rowland Potter's offer of coming back before the panel taken up so that they can get a better understand of what is happening and when it is happening.
- Councillor Booth asked whether the Road Safety Partnership could come before the committee in the future as it had been close to a year since they had last been before the panel.
- Councillor Count asked whether the next time the Wisbech rail item came before the panel it could include more than just the rail update and focus on Wisbech schemes as a whole.
- Councillor Mason informed the panel that the Commercial Investment Strategy would be moved from March to May.
- Councillor Yeulett asked whether they could invite the Mayor to give a presentation on what his plans for Fenland were? Councillor Booth agreed that they should extend an invite to him. A discussion commenced on the scope of the invitation to the Mayor. It was resolved that officers would invite the mayor to present on levelling up and funding for the Fenland area and that this would be kept separate from Rowland Potter's presentation on Wisbech rail as this would provide more technical details.

3.53 pm

Chairman

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UPDATE ON PREVIOUS ACTIONS

REF	Date Requested	Question	Target Date
COMPLETED ACTIONS			
PROGRESS OF CORPORATE PRIORITY – ENVIRONMENT			
1.	07.02.2022	What quantity of business waste is recycled?	Complete
		<p>We do offer our commercial customers a dry recycling service to compliment their residual waste services and we have many customers who take this up.</p> <p>The recorded rate of recycling for the dedicated commercial waste vehicles is around 10% by weight across all of the services that we offer. This is not great, but represents the lack of legal obligation placed upon businesses at present.</p> <p>Note that recycling from certain types of premises, such as rural schools and town centre businesses, are co-collected with other work and cannot be separately recorded.</p> <p>We know that the Environment Act will demand that all businesses recycle more and those that produce ‘domestic like’ waste will be required to recycle much more in future We will therefore be supporting local businesses to prepare for these changes in legislation.</p>	
2.	07.02.2022	Please provide the rag rating for commercial waste collection when it becomes available.	Complete
		<p>The outstanding RAG rating was actually for Customer Satisfaction with Refuse and Recycling Service. Feedback is being collected now and will be available at the end of the financial year. These statistics will be included in the Annual Report.</p>	

REF	Date Requested	Question	Target Date
3.	07.02.2022	<p>Concerns were raised about the fact that our recycling rate is being reported at 27% this year when it has been higher in previous years. Furthermore, whilst councillors are told that Fenland District Council has a good recycling rate when compared to other authorities in the region, this does not appear to be supported by data comprised on the government website and/or websites such as Let's Recycle. FDC is listed as being 194th out of 338 authorities. Why are those figures at odds with what is being reported to councillors?</p> <p>In 2016 prior to the garden waste service the council had a recycling rate closer to 50% for collected waste. As you will no doubt recall, it was anticipated at the time that by creating a cost neutral garden waste service the overall recycling rate would drop by 6-8%; dependent upon the uptake of that service.</p> <p>Fenland now has a well-established and effective garden waste service in place now, and the overall amount of waste collected for composting is substantial, but it remains behind those 2016 levels. Since 2016, customers have changed their habits, producing less garden waste overall, which is good news because waste reduction is at the very top of the waste hierarchy.</p> <p>Over the past 6 years the Defra published recycling rates have indeed been impacted but, as Councillor Murphy mentioned, Fenland still performs well when compared to authorities with similar demographics and services across the country. This does mean, as you determined, Defra figures show Fenland is now behind the other authorities in Cambridgeshire for overall recycling rate.</p> <p>Because of the seasonal and annual variations of garden waste, the corporate performance measure reported since 2017 focusses on the blue bin collections and excludes garden waste to avoid these changes dwarfing any performance changes in the blue bin collections. It was hoped that this measure would provide a clear picture of how well we continue to perform with regards to the blue bin service and the effectiveness of our recycling action plan. This measure has remained stable since the changes to services in 2017.</p> <p>At present for household collected waste, including garden waste, Fenland is recycling around 45% of the waste collected at the doorstep. This figure represents a point in time and as Cllr Murphy mentioned waste is seasonal and this will change by the end of the year.</p> <p>The Fenland corporate objective with regards to waste recycling is based on our contribution to the RECAP Partnership and recycling across the area: to “Work with partners, the community and volunteers to divert at least 50% of Cambridgeshire’s household waste from landfill”. Across Fenland and the County, with the household waste taken to local bring banks and household waste recycling sites, our communities are recycling more than half of their waste and successfully contributing to this broader objective.</p>	Complete

REF	Date Requested	Question	Target Date
4.	07.02.2022	How many successful prosecutions have we had in the past year and how many have we got ongoing?	Complete
		There are 2 prosecutions pending, one for a fly tipping offence and one for a littering offence. They are currently waiting for court dates.	
5.	07.02.2022	Street lighting stock review in parish and town council areas should have been completed at the end of December, is the work still ongoing and if so, is there any update?	Complete
		<p>The District Councils Capital streetlight replacement and upgrade works has been ongoing now since April 2020 and should have been completed by now, however both the impact of Brexit and the Pandemic has both prolonged the works programme and also increased some material costs. To date we have replaced approximately 600 units and have a further 40 units to be replaced by the end of the financial year to complete the Capital programmed works. This timeframe is, however, heavily reliant on ordered materials being received in time.</p> <p>Fenland are not undertaking a review of Town and Parish Council streetlights. The Engineering Team are however facilitating streetlight replacement works on behalf of five Parish Councils. These replacement works are at various stages with completion dependent on delivery of materials or awaiting UKPN connectivity works.</p>	
6.	07.02.2022	CPE – page 80 – says specialist contractor has been appointed, a number of authorities involved, how are these costs being paid, how is it being divided out and what is the cost to Fenland?	Complete
		<p>Fenland have appointed RTA Associates Ltd to assist with the implementation of CPE for Fenlands own administrative area. Whilst RTA Associates have since been appointed by both Hunts DC and Cambridgeshire County Council on behalf of South Cambs DC to assist with the implementation of CPE in those administrative areas, the works are being completed separately and project costs are not linked. In this respect Fenland is unaware of associated CPE costs for Hunts DC and South Cambs DC, however any common tasks will be offered at a reduced rate by RTAA across all three authorities.</p> <p>The cost for the implementation of CPE will be different for each of the three District Councils and this is associated with:</p> <ol style="list-style-type: none"> 1. The number of existing traffic regulation orders within each administrative area that requires surveying and digitising 2. The extent of corrective signing and lining works required within each district 3. The number of off street car parks with each of the Districts and work involved with the creation of off street parking places orders and enforcement 4. Whether existing arrangements are already in place for CPE Enforcement and Administration duties. 	

REF	Date Requested	Question	Target Date
		Whilst the cost of both CPE consultant fee's and overall implementation costs for the other Districts are unknown, It is anticipated that FDC CPE implementation costs will be higher than HDC or SCDC as FDC has more off street car parks, no current CPE enforcement officers or PCN administration contracts in place and do not charge for on or off street parking. The capital project cost for the FDC CPE implementation is being funded by a £400k CPCA grant. It is anticipated that the annual revenue running cost for FDC will be in the region of £40-£70k per year, however actual costs will be subject to the type of operating model adopted which will be determined by members.	
COMMUNITY SAFETY PARTNERSHIP			
7.	07.02.2022	Page 60 and page 7 of Report – no info as to why it is red rag rated? Please provide an explanation.	Complete
		<p>The action plan is a living document and provides a snapshot of what work has been completed at the time. The action plan is subject of regular review and was most recently updated week commencing February 14th.</p> <p>The section referred to links with other workstreams of the plan and is now green with the following update –</p> <ul style="list-style-type: none"> February 2022 - Posters and toilet door stickers have been shared with a range of community centres, supermarkets, doctors' surgeries, and workplaces. 	
8.	07.02.2022	There is no rag rating against drugs and alcohol. Please provide.	Complete
		The first section was an overview of the outcome of the 2018/19 strategic assessment, not an action, and the workstreams from that assessment followed below. The action plan is a living a document and will at regular points be updated and amended to reflect the current situation. This will also mean completed work is removed. However, there is a historical record as a version of the action plan is part of the agenda pack for each CSP meeting.	
9.	07.02.2022	Information was requested regarding trends in domestic violence and how it is being managed in the District.	Complete
		<p>Domestic violence is managed through several partners, but many key partner agencies can have an influence on how domestic violence victims or potential victims are dealt with. As you'd expect, the management and response is complex. Primarily it's the police who deal with the immediate response to incidents of domestic abuse. Whilst the Domestic Abuse & Sexual Violence Partnership (DASV) manage an overall response linking prevention, operational response, and education through various partnership forums. It is the DASV with whom Fenland CSP closely work.</p> <p>Domestic abuse cases of higher risk will be allocated an Independent Domestic Abuse Advocacy worker. These roles now include specific IDVA for health and the A8 community. The attached document shows the number of referrals into the IDVA service, the engagement and repeat cases and provides the best trend picture for Fenland.</p>	

REF	Date Requested	Question	Target Date																																													
		<p>Not all police incidents of a domestic abuse nature will lead to a crime being recorded. However, the higher percentage of recorded crime against reported incidents does reflect the polices’ ‘positive action’ response to cases of DA. This data isn’t readily available at a Fenland level hence county data is used.</p> <p>In terms of IDVA referrals for 20/21, Fenland was fourth after P’boro, Cambs City and Hunt’s. The same as in the previous year.</p> <p style="text-align: center;">Domestic Abuse Data from 2018/19 to 2021/22 Source – Domestic Abuse and Sexual Violence Partnership</p> <table><tr><th>IDVA Referrals Fenland</th><th>18/19</th><th>19/20</th><th>20/21</th><th>21/22</th></tr><tr><td></td><td>Full Year</td><td>Full Year</td><td>Full Year</td><td>3/4 Year</td></tr><tr><td>Fenland</td><td>172</td><td>177</td><td>164</td><td>116 (155*)</td></tr><tr><td>Ave Engagement</td><td></td><td>75%</td><td>78%</td><td>73%</td></tr><tr><td>Ave Repeats</td><td></td><td>43%</td><td>33%</td><td>25%</td></tr></table> <table><tr><th>Percentage of police incidents where a crime is then recorded</th><th>18/19</th><th>19/20</th><th>20/21</th><th>Year to Date 21/22</th></tr><tr><td></td><td>Full Year</td><td>Full Year</td><td>Full Year</td><td>3/4 Year</td></tr><tr><td>Police DA Incidents Cambs</td><td>8610</td><td>8795</td><td>9299</td><td>6954 (9272*)</td></tr><tr><td>Police DA Crimes Cambs (average)</td><td>53%</td><td>78%</td><td>84%</td><td>85%</td></tr></table> <ul style="list-style-type: none">*Projected based on current year to date data	IDVA Referrals Fenland	18/19	19/20	20/21	21/22		Full Year	Full Year	Full Year	3/4 Year	Fenland	172	177	164	116 (155*)	Ave Engagement		75%	78%	73%	Ave Repeats		43%	33%	25%	Percentage of police incidents where a crime is then recorded	18/19	19/20	20/21	Year to Date 21/22		Full Year	Full Year	Full Year	3/4 Year	Police DA Incidents Cambs	8610	8795	9299	6954 (9272*)	Police DA Crimes Cambs (average)	53%	78%	84%	85%	
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REF	Date Requested	Question	Target Date
10	07.02.2022	Data in relation to the number of prosecutions, referrals and education programmes connected with the unlawful use of E-Scooters was requested from Cambridgeshire Constabulary.	Completed
		Cambridgeshire Constabulary have confirmed that 9 drivers in Wisbech were reported for summons in the last 3 months. Approximately 40 E-Scooters have been seized overall and hundreds of educational words of advice have been given.	
WISBECH RAIL UPDATE			
10.	07.02.2022	Request to invite Rowland Potter to return to provide a further briefing to the panel in relation to Wisbech Rail.	Complete
		Amy Brown wrote to Rowland Potter on 16 th February 2022 to request his attendance at a future meeting of the Panel when he has a substantive update to provide. Once the timing has been confirmed this will be added to the Future Work Programme.	
GENERAL			
11.	17.01.2022	To add the Task and Finish Group to a future agenda.	Complete
		This has been added to the Future Work Programme for May.	
12.	17.01.2022	Councillor Booth requested a rolling 12-month future work programme.	Complete
		The Future Work Programme has been updated to reflect this request.	
ONGOING ACTIONS			
1.	07.02.2022	Request to invite the Mayor of Cambridgeshire and Peterborough Combined Authority to attend a future meeting of O&S to discuss the levelling-up agenda for Fenland.	ASAP with an update to the programme anticipated for May.
		A written invitation is being prepared to send.	
2	07.02.2022	Request a further update report on road safety in Fenland.	Asap with an update to the programme anticipated for May.
		A written invitation is being prepared to send.	

REF	Date Requested	Question	Target Date
3.	17.01.2022	Request to invite Jyoti Atri Public Health Director to give a presentation to Overview and Scrutiny.	Asap with an update to the programme anticipated for May.
		Amy Brown wrote to invite Jyoti Atri’s attendance at a future panel meeting on 16 th February 2022. Amy Brown will liaise with Jyoti’s executive assistant to arrange a suitable date which will then be added to the Future Work Programme once confirmed.	
4.	17.01.2022	Councillor Booth requested that the panel remind Cambridge County Council that not all preschools are businesses and that and some are charities in our response to their email.	Asap with an update to the programme anticipated for May.
		Contact details for the lead CCC officer are awaited and an email will be sent as soon as it is received.	
WATCHING BRIEF ITEMS			
1.	8.11.2021	Cllr Booth requested a watching brief on Peterborough City Council’s planning review and how this may affect Fenland	Next review – May 2022
		<p>The arrangements that Fenland District Council has in place with Peterborough City Council remain in the following areas:</p> <p>Development Management</p> <ul style="list-style-type: none">• Shared support manager• Viability validation assessments that are required relating to S106 agreements Planning Policy• The work required to get a new adopted local plan. <p>Peterborough City Council’s planning review is ongoing as is our continued engagement with them in relation to the possible outcomes. Meanwhile we have been pleased to announce that Nick Harding, Head of Planning, has agreed to continue his work as Head of Planning at FDC as he always has done and this means no change in service for FDC as was emailed to all members before Christmas.</p> <p>A further update was provided from Dan Horn on the 11th January 2022 as follows:</p> <p>“The arrangements that Fenland District Council has in place with Peterborough City Council remain in the following areas:</p> <p>Development Management</p> <ul style="list-style-type: none">• Shared support manager• Viability validation assessments that are required relating to S106 agreements <p>Planning Policy</p> <ul style="list-style-type: none">• The work required to get a new adopted local plan.	

REF	Date Requested	Question	Target Date
		<p>Peterborough City Council's planning review is ongoing as is our continued engagement with them in relation to the possible outcomes. Meanwhile we have been pleased to announce that Nick Harding, Head of Planning, has agreed to continue his work as Head of Planning at FDC as he always has done and this means no change in service for FDC as was emailed to all members before Christmas."</p> <p>The Head of Planning is a part-time post of 2.5 days per week. The post holder is making Tuesdays and Wednesdays their regular working days with the remaining half day 'floating' to enable attendance at corporate / team / staff / project meetings as necessary. There may be the need on occasion to change the Tuesday / Wednesday working days to cover the operational needs of the service, leave etc. All reasonable endeavours are used to monitor incoming emails and phone messages on non-working days so that any urgent matters can be responded to. The arrangements that are currently in place are near identical to those when the Head of Service post was shared with Peterborough City Council.</p>	
2.	17.01.2021	<p>Cllr Booth requested a watching brief on updates from the CPCA regarding Skills and Employment and Apprenticeships.</p> <p>Information From CPCA</p> <p>The Business Growth Service (Growth Works)</p> <ul style="list-style-type: none"> • Growth Works with Skills is working actively with the economic development team in FDC to support companies on issues related to accessing talent, including apprenticeships. As well as accompanying FDC on company visits to discuss skills issues with key companies across Fenland we will be working with FDC to promote our diagnostic tool, the Talent Development Maturity Index, which helps employers understand their own issues that may be preventing them successfully hiring, and frequently leads to constructive strategic discussions regarding investment in training and development, including apprenticeships. In addition, Growth Works with Skills has committed to holding a number of 'surgery' style drop-in sessions to enable SMEs to book a short session to discuss issues related to talent. We are also exploring sector-based round table events for companies that are likely to be facing similar issues because of the similarities in their businesses. • The Digital Talent Platform which forms part of the skills brokerage through Growth Works with Skills, provides information, advice and lists current opportunities. They are also running an apprenticeship levy scheme to support SMEs to access apprenticeships with full funding. • Growth Works with Skills has a target of an additional 1400 starts across the Combined Authority over the three year contract. • National Apprenticeship Week – will see a social media campaign promoting apprenticeships to businesses and individuals 	Next review – May 2022

REF	Date Requested	Question	Target Date
		<p>Careers and Enterprise Company Contract</p> <ul style="list-style-type: none"> Careers Hub. All secondary schools within Fenland are in the new Careers Hub. All schools are supported to deliver careers advice which promotes apprenticeships to students. This advice outlines the opportunities from level 2 through to level 7. Monthly apprenticeship vacancies are circulated to all careers leaders. These are all listed on the Digital Talent Platform too. The Hub also have a group of Cornerstone Employers who actively engage with all the schools promoting apprenticeships. <p>North Cambridgeshire Training Centre</p> <ul style="list-style-type: none"> £3.16 million grant from the CPCA which will deliver between 50-80 apprentices a year, with other additional training outcomes. <p>Community Renewal Fund: Turning Point Project</p> <ul style="list-style-type: none"> A 6 month project offering businesses in Fenland and Peterborough a 12 week funded internship, it is hoped that many will lead into apprenticeships. <p><i>Response from Sam Anthony regarding FDC's approach:</i></p> <p>Companies are encouraged to consider recruiting apprentices when FDC officers are discussing recruitment and skills with companies.</p> <p>Where companies identify barriers to employing apprentices these are investigated further. An example would be that the company considers that the scheme does not provide the apprentices with a real job. The response to this is that the apprentice is given the opportunity to gain skills both in work and college which can then be utilised by the employer or be added to the apprentice's CV.</p> <p>Companies are personally introduced to Growth Works – Skills who work actively with local employers and the apprenticeship provider network to identify and showcase the opportunities for apprenticeships. A representative from Growth Works then meets with the company to discuss their needs and identify relevant providers.</p> <p>The support provided by Growth Works and apprenticeship providers are promoted in the Fenland for Business Newsletter and Twitter.</p>	

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Agenda Item No:	6	
Committee:	Overview & Scrutiny	
Date:	7 March 2022	
Report Title:	Update on CPCA Growth Works Service and impact on Economic Growth in Fenland	

1 Purpose / Summary

To provide the Overview & Scrutiny Panel with an update presentation on the CPCA's Growth Works Service and the impact on Economic Growth in Fenland.

2 Key issues

- CPCA Engagement with Economic Growth in Fenland
- A review of progress and effect of the CPCA Growth Works Service; and
- The plans and direction of the CPCA Growth Works Service.

3 Recommendations

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

Wards Affected	All
Forward Plan Reference	
Portfolio Holder(s)	Cllr Ian Benney - Portfolio Holder for Economic Growth
Report Originator(s)	Anna Goodall - Acting Director
Contact Officer(s)	Anna Goodall - Acting Director Simon Jackson – Economic Growth Manager Richard Cuda - Head of Support Functions for Growth Works Fliss Miller - Interim Associate Director for Skills Steve Clarke - SRO LGF and Market Insight & Evaluation
Background Paper(s)	N/A

Overview & Scrutiny Panel

Update on CPCA Growth Works Service and impact on Economic Growth in Fenland

Presentation in two parts:

Part 1 - CPCA Engagement with
Economic Growth in Fenland

Part 2 – update on CPCA Growth Works
Service, impact and future direction

*Getting it
Sorted
Volunteers*

Cllr Benney

Portfolio Holder for Economic Growth



1. CPCA Engagement with Economic Growth in Fenland

- Economic Growth Strategy
- Employment & Skills Strategy
- Support available to businesses from Growth Works
- Grant funding inc Growth Deal Projects, Transport & Growing Fenland
- Levelling Up Fund & Shared Prosperity

Collaboration with Growth Works

- The Turmeric Co. based in North London
- Introduction to Economic Growth Team by Bartletts
- EG Team introduced Turmeric to Growth Works Inward Investment and Growth Works Coaching leading to grant offer of £75,000 on a capital spend of £150,000. A second application will be submitted for a grant of £6000 to support development of the website
- Official opening of The Turmeric Co facility at Bartletts Business Park in April 2022

Collaboration with Growth Works

- Six staff are employed at the facility which will rise to 10 by the end of Spring. It is expected that staff numbers will rise to 20-30 in 3 years in production and fulfilment.

Thanks for all you've done so far it's very professional.

Thomas Robson-Kanu, CEO, The Turmeric Co

2. Update on CPCA Growth Works Service, impact and future direction



Growth Works: Supporting Economic Growth in Fenland





Growth Works Overview

- **Year 1 Performance**
- **Break down of service line leading indicators**



Performance in year 1 finished in great shape. Across all service lines, 17 of the 19 performance indicators were either met or exceeded

While one came in at 87% of year-1 target (coaching diagnostics) and the other was reprofiled to Year-2 and Year-3 targets (innovation and relocation grants).

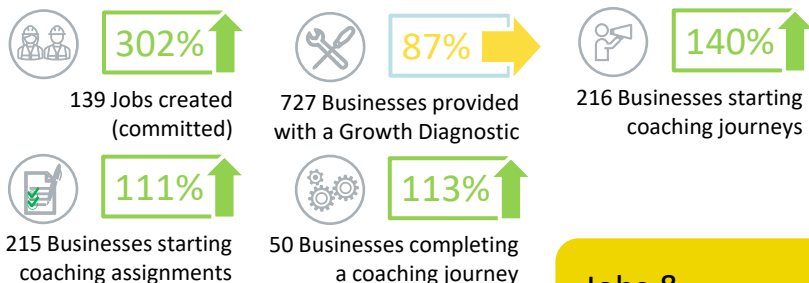


Year One Review – Performance Indicator Scorecard Summary

Year-1: 15th February to 16th December 2021



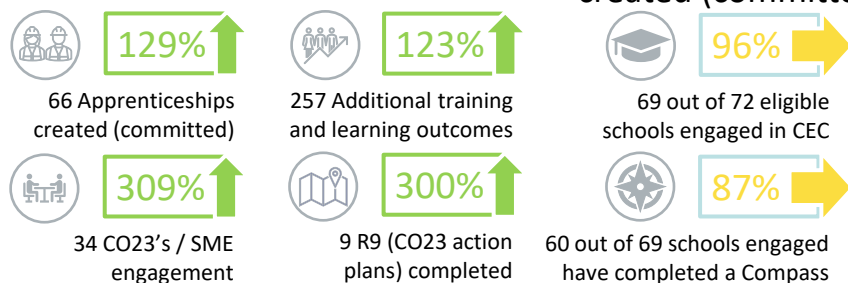
Growth Coaching Service



Inward Investment Service



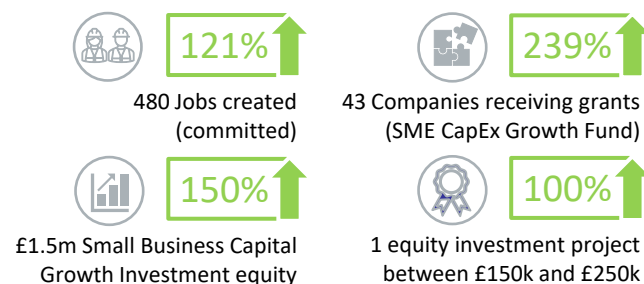
Skills Service



Jobs & Apprenticeships created (committed)

589 (Target) 1,008 (Actual)






Grants and Equity Service



SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

NOTE: Year One Performance is to 16th December*.



Target / Indicator	Year 1	Year 2	Year 3	CONTRACT TOTAL	YEAR-1: Quarter-1		YEAR-1: Quarter-2		YEAR-1: Quarter-3		YEAR-1: Quarter-4		YEAR ONE PERFORMANCE REVIEW			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Variance (Actual)	Variance (%)
 Jobs created (committed)	46	1,454	1,723	3,223	0	0	0	0	0	68	46	71	46	139	95	302.2%
 Businesses provided with (i.e. under-taken) a Growth Diagnostic	832	1,558	915	3,305	0	28	0	68	346	242	486	399	832	737	-95	88.6%
 Businesses starting coaching journeys (enrolled in Growth Works)	154	385	466	1,005	0	0	0	76	70	59	84	83	154	218	64	141.6%
 Businesses starting coaching assignments (Growth support following diagnostic)	193	481	331	1,005	0	0	0	31	88	94	104	92	193	216	23	111.9%
 Businesses completing a coaching journey	44	327	634	1,005	0	0	0	0	0	0	44	50	44	50	2	113.6%

* In the 'Fast to Close' process for the 2021 year end we reported on metrics up to the close of play 16th December, and pulled data to report on by close of play 17th December. Since the year-end close, we have been able to undertake a comprehensive baseline review of the full year and note the following amendments: jobs created reduces by 2.5, diagnostics increases by 1, enrolments decreases by 2, starting coaching decreases by 1, and completed coaching increases by 4.



SERVICE LINE DASHBOARD VIEW: Skills Service

NOTE: Year One Performance is to 16th December*.



Target / Indicator	Year 1	Year 2	Year 3	CONTRACT TOTAL	YEAR-1: Quarter-1		YEAR-1: Quarter-2		YEAR-1: Quarter-3		YEAR-1: Quarter-4		YEAR ONE PERFORMANCE REVIEW			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Variance (Actual)	Variance (%)
↑ Apprenticeships created (committed)	51	449	900	1,400	0	1	10	11	18	22	23	*32	51	*66	15	129.4%
↑ Additional training / learning outcomes (excludes apprenticeships)	209	748	748	1,705	0	0	20	37	60	61	129	159	209	257	48	122.9%
↑ CO23's / SME Engagement	11	114	151	276	0	0	0	3	3	11	8	20	11	34	23	309.1%
↑ R9's (CO23 action plans completed)	3	75	129	207	0	0	0	0	0	0	3	9	3	9	6	300.0%

* In the 'Fast to Close' process for the 2021 year end we reported on metrics up to the close of play 16th December, and pulled data to report on by close of play 17th December. Since the year-end close, we have been able to undertake a comprehensive baseline review of the full year and note the following amendment: 6 reported Apprenticeships will in fact be reported for January 2022, hence the downward revision of both the Q4 and Actual Year-One totals from 38 to 26 and 72 to 66 respectively.

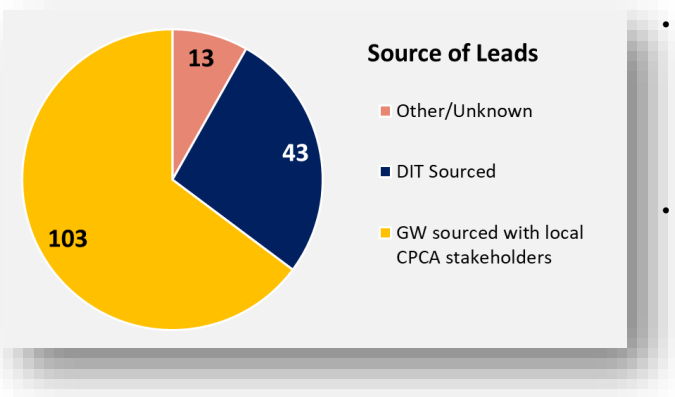


SERVICE LINE DASHBOARD VIEW: Inward Investment Service

NOTE: Year One Performance is to 16th December.



Target / Indicator	Year 1	Year 2	Year 3	CONTRACT TOTAL	YEAR-1: Quarter-1		YEAR-1: Quarter-2		YEAR-1: Quarter-3		YEAR-1: Quarter-4		YEAR ONE PERFORMANCE REVIEW			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Variance (Actual)	Variance (%)
Job created (committed)	75	175	350	600	0	23	0	29	0	32	75	235	75	319	244	425%
Inward investors receiving information, diagnostics, and brokerage support)	18	62	80	160	2	19	2	33	5	42	9	57	18	151	133	838%
Inward investor commitments to expand or for new investments	6	15	19	40	2	6	1	2	1	3	2	4	6	15	9	250%



- The data in the pie chart (left) shows that for every inbound lead from the Department for International Trade, 2.4 leads are sourced through the efforts of Growth Works and CPCA stakeholders. The table (right) highlights the breakdown of these efforts by channel.
- The total in the pie chart is 159. Eight (8) of the leads we do not count because, after engaging with these companies and supporting them initially, we diagnosed them as not being Inward Investment – so passed to another service line.

Competition	39
Commercial Partner	12
CPCA	8
Growth Works Sourced	33
External Event	6
Direct	4
Huntingdonshire District Council	1



SERVICE LINE DASHBOARD VIEW: Grants and Equity Service

NOTE: Year One Performance is to 16th December*.



Target / Indicator	Year 1	Year 2	Year 3	CONTRACT TOTAL	YEAR-1: Quarter-1		YEAR-1: Quarter-2		YEAR-1: Quarter-3		YEAR-1: Quarter-4		YEAR ONE PERFORMANCE REVIEW			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Variance (Actual)	Variance (%)
↑ Jobs created (committed)	397	474	584	1,455	286	321	0	0	0	20	11	156	397	497	100	125.2%
↑ Companies receiving grants	18	30	18	66	8	32	0	0	5	0	5	11	18	43	25	238.9%
↑ Grants & Investments (Small Business Capital Growth Investment Fund)	18	26	12	56	8	32	0	0	5	0	5	11	18	43	25	238.9%
→ Innovation & Relocation Grants	0	4	6	10	0	0	0	0	0	0	0	0	0	0	N/A	N/A
↑ Small Business Capital Growth Investment equity (£000)	£1,000	£8,000	£9,000	£18,000	0	0	0	0	0	0	£1,000	£1,500	£1,000	£1,500	£500	150%
↑ Number of equity investment projects between £150k and £250k	1	19	20	24-40	0	0	0	0	0	0	1	1	1	1	0	100%

* In the 'Fast to Close' process for the 2021 year end we reported on metrics up to the close of play 16th December, and pulled data to report on by close of play 17th December. Since the year-end close, we have been able to undertake a comprehensive baseline review of the full year and note the following amendment: the 321 jobs committed in Q1 via the immediate SME CapEx grant activity was inadvertently re-baselined in October 2021 to 305 but is in fact 321, there were 20 jobs committed in Q3 and not the 0 originally reported, and the Q4 jobs total reduced by 3 to 156 committed.





Working with Fenland District Council

**Qualitative assessment &
performance portal**



Qualitative assessment & performance portal

In January 2022, we launched our Growth Works performance portal using software called SiteLantern. The platform includes two core functions:

- **Capturing Growth Works Performance**

- How to assess and interrogate the Growth Works performance data from HubSpot to suit the Skills Committee requirements
- What variables to consider, time frames and in what format

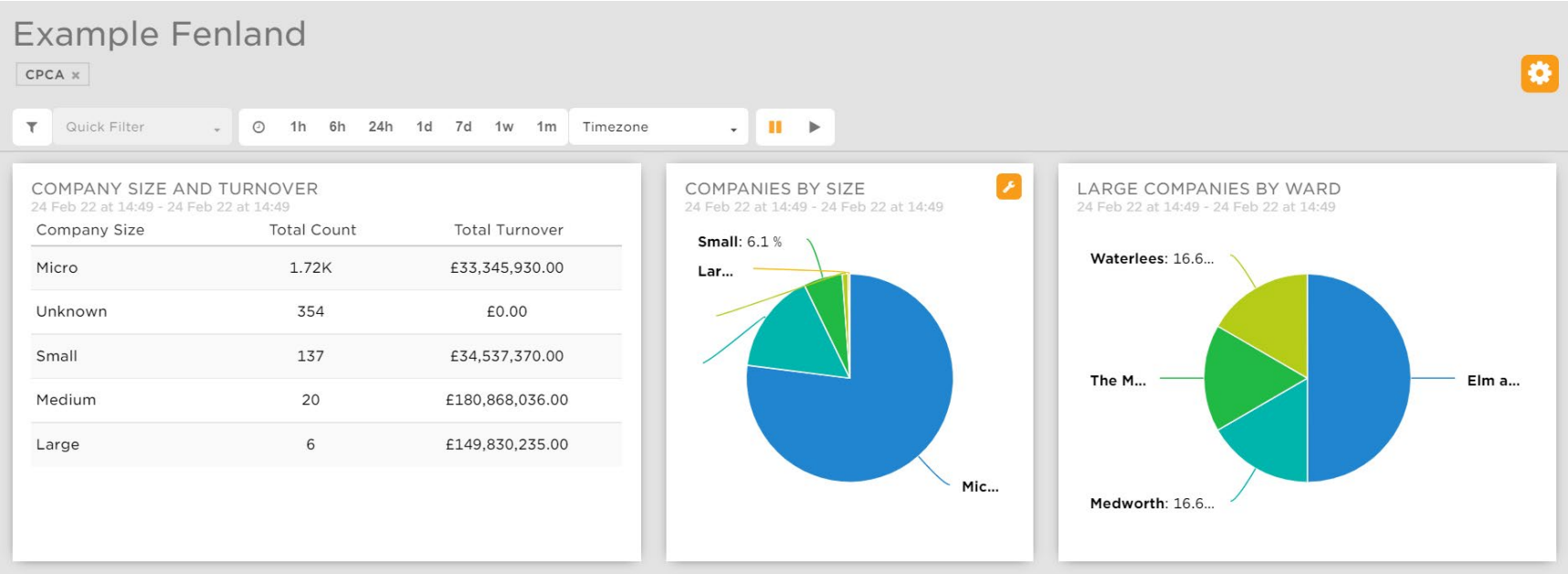
- **Providing Fenland DC with Business Intelligence**

- Growth Works has acquired the companies house data to analyse trends within our local economy of all businesses registered in our area.
- Where information is available on companies house, filter by sector, age of company, balance sheet, revenue or number of employees.
- Understanding the number of businesses which register on Companies House each year
- Understanding the businesses historical growth patterns
- Demonstrating high growth sectors within our economy and our fastest growing companies who could benefit from targeted support from Growth Works

Login details will be provided to Fenland District Council's Economic Development Team allowing your Officers to benefit from the above functionality and track the performance of Growth Works within your District.



Site Lantern Screenshots



Site Lantern Screenshots

LARGE COMPANIES

24 Feb 22 at 14:49 - 24 Feb 22 at 14:49



Search within these results...



Displaying 1 to 6

Prev

1

Next

Council Ward	Company Name	Nace Description	Total Assets (£)	Total Employees ▼	Total Net Worth (£)
Elm and Christchurch	WMS RECRUITMENT LIMITED	78.1 - Activities of employment placement agencies	4,809,041.00	718	1,675,356.00
Medworth	THE WORKSHOP (WISBECH) LIMITED	78.2 - Temporary employment agency activities	561,219.00	360	132,855.00
The Mills	ALAN BARTLETT & SONS (CHATTERIS) LIMITED	1.13 - Growing of vegetables and melons roots and tubers	25,542,724.00	264	13,050,303.00
Waterlees	DAGLESS HOLDINGS LIMITED	70.1 - Activities of head offices	13,359,787.00	259	6,560,335.00
Elm and Christchurch	FENMARC HOLDINGS LIMITED	70.1 - Activities of head offices	16,129,000.00	256	6,064,000.00
Elm and Christchurch	FENMARC PRODUCE LIMITED	10.39 - Other processing and preserving of fruit	16,129,000.00	256	6,064,000.00





Fenland Grant Recipients

- **Assessment Criteria & Scorecard**
- **Capital Grants**
- **Revenue Grants**





Case Studies

- **Turmeric Co.**
- **A4 Plus Ltd**
- **Cambridgeshire Community Reuse & Recycling Network (CCORRN)**





Turmeric Co. – Initial introduction from Fenland District Council



Beverage production company producing tumeric based shots assisting immunity, energy and recovery, stocked in a range of outlets and online.

Challenge: Inefficient processes blocking them to scale productivity

Solution: Investing in their Chatteris production facility, to enable production to scale and meet demand i.e. 50000 units in 2 working days, as opposed to 6.

The fitting out of the facility includes refrigeration, cold room storage construction and a water supply system. Their ambition in the next two years is to use this added productivity to enable them to expand their portfolio and bring 6 additional products to market.





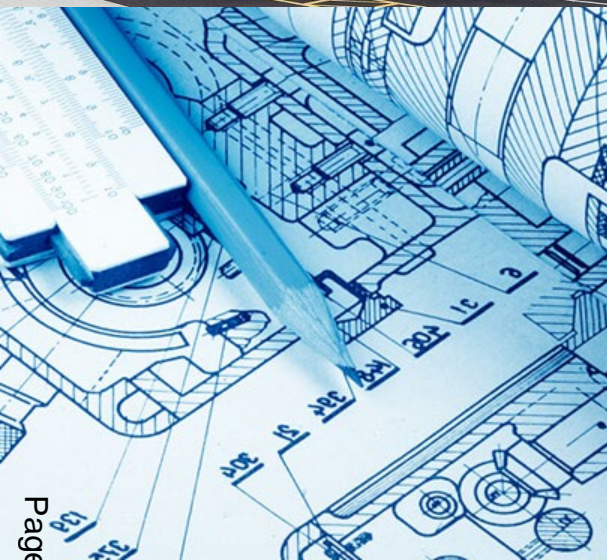
A4 Plus Ltd

A team of Computer Aided Design (CAD) Design Engineers and CAD Technical Recruitment specialists. They offer ad hoc or long term CAD Design solutions.

Challenge: Needed more effective marketing in line their specialist services and industry

Solution: Georgia has attended a number of fully funded workshops and courses to support her tactical skills development.

Our Growth Adviser, specialising in Marketing, is supporting her through weekly coaching sessions to focus on areas of development, and support her strategic marketing thinking and approach that will help A4 build better traction amongst her target market.





Cambridgeshire Community Reuse & Recycling Network (CCORRN)

A social enterprise based in March, reinvesting profits into local Fenland community through sale of repurposed, reinvented, and remanufactured products that would normally go to waste.

Challenge: Scaling production to reduce waste quicker and meet demands

Solution: Rapidly reducing the timescale for growth with capital investment in larger equipment for scalable manufacturing processes. As a result, they've needed to hire new staff to fulfil manufacturing needs.

To achieve their net-zero business model ambitions, they are increasingly focusing their purchases on eco-friendly equipment, e.g. an electric van making their deliveries





CRF

- **Start & Grow**
- **Turning Point**



CRF Projects: Start and Grow

The 'Start' programme

- For individuals wanting to explore enterprise, possibly for the first time. This intensive pre- start business programme will combine information sessions, workshops, online learning, mentoring, networking and peer support.
- Individuals who complete the Start programme will receive help to develop a viable plan to develop their business idea, pre-qualify for investment through grant funding and launch their business.
- Grants are matched to fit your business need, based on your application, and your business plan. Grants will average £9k with a 10% match funding requirement.
- Eligibility Criteria:
 - Be an individual with a business based in the in Peterborough, Huntingdonshire or Fenland areas
 - Commit to completing our Start Programme.
 - Commit to completing a business start-up ('Start') plan.
 - Agree to complete a Grant Application and Claim Form, and provide receipts and invoices etc. to evidence spend of this grant.

The 'Grow' programme

- For existing early-stage businesses with the desire to grow but lacking skills and investment to do so. Your business must have been trading for up to 3 years and you must employ 3 or less FTE staff.
- Can support business to expand into new markets, create more jobs or increase profitability and productivity.
- Participating businesses who complete this support programme will be pre-qualified to compete for investment. Grants will range from around £2k to larger grants of up to £30k, with 20% match funding requirement.
- Eligibility criteria:
 - Be an SME (i.e. have a turnover of less than £44m) with 3 employees or less, and trading for less than 3 years.
 - Be an independent SME business based in the Peterborough, Huntingdonshire or Fenland areas.
 - Commit to completing our Grow Programme and producing a business growth plan.
 - Agree to complete a grant application and returns form, and provide receipts and invoices etc. to evidence spend of this grant.
 - Not be in or going through the process of administration, insolvency or striking off proceedings.



CRF Projects: Turning Point

The project is targeted at businesses based in and people living/working in Peterborough and Fenland, with the objective of supporting the creation and funding of 100 new internships and the facilitation of 80 funded training opportunities, supporting the personal development need of individuals.

	Personal Skills Analysis	Short course training	Internships	Training Needs Analysis
What is involved	<ul style="list-style-type: none"> • Guide individuals in understanding and identifying opportunities for re-skilling, up-skilling and re-training • Identify opportunities to transition back into work following a period of furlough; into new roles with their existing skills • Identify training that will support them in transitioning to a new role 	<ul style="list-style-type: none"> • Raising awareness of, signposting to, and providing vouchers up to £600 to enable access to free short course training not currently funded via other means • Enabling re-skilling, up-skilling and re-training • Work re-entry' workshops to support transition back to work from furlough 	<ul style="list-style-type: none"> • Delivering real-world experiences of work through funded internships • Funding of £5k per internship will be provided to employers to provide new work opportunities • 1-to-1 meetings for companies to explore the opportunities for and benefits of internships • Learning Mentor Training' for the host organisation 	<ul style="list-style-type: none"> • Identify re-skilling, up-skilling and re-training opportunities within a business • Working with businesses to identify skills development opportunities for business • Working with businesses looking to develop or expand into key areas such as Net-zero or Digital by training their current staff






FUNDED BY



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Agenda Item No:	7	
Committee:	Overview & Scrutiny	
Date:	7 March 2022	
Report Title:	Progress in Delivering the Transformation and Communication Portfolio 2021-2022	

1 Purpose / Summary

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

2 Key issues

Particular successes are:

- 95 press releases published between 01 April 2021 and 31 January 2022.
- Increased popularity of the Council's Social Media Channels. We now have 5,594 followers on Facebook and 8,726 on Twitter.
- Providing vital communications messages on key corporate projects including
 - March Future High Street Fund
 - Business Plan and Budget
 - Annual Report
 - Transforming the Council project
 - Growing Fenland Masterplans
 - Fenland Railway Station Masterplans
 - Garden waste subscriptions
 - Wisbech High Street Project
- Supporting key corporate consultations including
 - Draft Business Plan & Budget
 - West March Broad Concept Plan
 - Whittlesey Heritage walk
 - Wisbech Park Community Hub
 - Local Council Tax Reduction Scheme
 - Have your say on a new political map for FDC
 - Walking, Cycling and Mobility Aid Improvement Strategy

- Promote Covid related communications to staff, residents and businesses highlighting news, services and support available.
- Progress of the Better Online Services Council for the Future project and development of online transactions.
 - Increased popularity of the Council's website with over 711,000 hits between 01 April 2021 and 31 January 2022.
 - 15,542 online forms completed, and 8 new online forms launched in 2021. 17 customer digital journeys launched in 2021.
- Progress of the Modernising Council Services Council for the Future project, in particular the My Fenland project and improved customer experience.
 - Creation of new My Fenland team, new structure, roles, and training plan.
 - Implementation of PayPoint - over £1.8million payments made
 - Implementation of an appointment scheme for customers wishing to access Council services face to face, enabling us to provide an enhanced individualised service
- Delivery of a suite of ICT projects which are seeking to modernise service delivery across the Council.
 - Enable 92% of office-based staff to be able to work remotely in response to the Covid pandemic.
 - All ICT users have been provided with a laptop running the latest supported Microsoft Windows operating system and Microsoft 365 suite of applications
 - Introduced an improved user education programme in cyber security and information management. We encourage all staff to take up the cyber security and GDPR online training.

3 Key Areas of Focus for 2022

- Continue to promote all Council communication and consultation projects to staff, members, residents and businesses highlighting news, events, Council services, and information.
- Building on the achievements of the Better Online Services project and developing our website and suite of online services to enable our residents and customers to self-serve where applicable.
- Building on the achievements of the Modernising Council Services project and transforming Council services to improve customer experience.
- 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 2021 - 2022.

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 - Acting Assistant Director Stephen Beacher - Head of ICT, Digital and Resilience David Wright - Head of Policy and Communications
Background Paper(s)	

Overview & Scrutiny Panel

Progress Against the Transformation & Communications Priorities

**For performance from
1st April 2021 to 31st January 2022**

Portfolio Holders



**Councillor
Chris Boden**
Leader of the Council



Councillor Steve Tierney
Portfolio Holder for
Transformation,
Communication &
Environment

Quality Organisation

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. For key services, we also hold monthly communications meetings.

Some of the large projects we support will include developing communications plans, consultation and engagement plans, promotional design work (logos, documents, leaflets, social media assets, 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
- Transforming the Council project
- Growing Fenland Masterplans
- Fenland Railway Station 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 (logo, document, poster or leaflet).

These projects include:

- Sports Development/Active Fenland programme
- Recycling projects/Getting it Sorted project
- Fenland for Business projects
- Community support projects (i.e. CARC service, grants available, Community Safety Partnership projects)
- Street Pride events/'Welcome Back' 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:

- Draft Business Plan & Budget
- West march Broad Concept Plan
- Whittlesey Heritage walk
- Wisbech Park Community Hub
- Local Council Tax Reduction Scheme
- Have your say on a new political map for FDC
- Walking, Cycling and Mobility Aid Improvement Strategy

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.

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 2021 and 31 January 2022, we have publicised 95 Press Releases.

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

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

Key press releases included:

- Council embarks on ambitious transformation programme to improve customer experience
- March Future High Streets Project pushes ahead after CPCA agrees vital funding support
- Volunteers celebrate at Council's 'Welcome Back' event
- Pandemic heroes celebrated at 2021 Pride in Fenland awards
- Princess Eugenie visits Wisbech to learn more about district's efforts to tackle modern slavery
- Series of press releases on Wisbech High Street Project (grants, developments and activities)
- Fenland's recycling efforts buck national trend

All press releases are generally shared with the following channels:

- FDC Members and town and parish councils
- Local newspapers – Fenland Citizen, Cambs Times, Wisbech Standard, Peterborough Telegraph and Cambridge News/Cambridgeshire Live
- Local Magazines – Discovering Magazines (March, Whittlesey and Wisbech editions), The Fens Magazine (Whittlesey and Wisbech editions) and Fenland Resident Magazine.
- Local Radio – BBC Radio Cambridgeshire, Greatest Hits Radio, Heart Radio and Fenland Youth Radio

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 5,594 followers on

Facebook and 8,726 on Twitter.

We currently add 25/30 tweets on our twitter page per week and 25/30 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.

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

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 Cambridgeshire 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.

We continue to provide communications support and materials to the BAME and Community Champions, the Think Family Champions, Volunteer groups, local businesses and community groups.

Key communication campaigns and messaging since the outbreak includes:

- COVID-19 Community Hub – signposting and promotion of services
- Hardship Fund Payments
- Numerous Business Grants to Fenland Businesses
- Promotion of Government National messaging

- Promotion of Public Health messaging – including rapid testing, vaccinations and boosters
- Promotion of Cambridgeshire wide messaging – including COVID-19 campaigns, winter safe, stay safe and stand firm campaigns

In total, we have had 135,000 Coronavirus page views since their launch.

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

Website

Current performance:

Between 1 April 2021 and 31 January 2022, our website received 711,109 hits.

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

The project focusses on developing the Council's website to provide residents and businesses even better online services.

Our aim is to have an inviting and user-friendly website and to have a suite of online forms and online digital journeys that enable our residents and customers to self-serve via the website with little or no back-office intervention.

We work with all services to ensure the content and information is accurate and offers residents a user-friendly browsing experience.

The front page is tailored for users to find key information, services, top tasks and top transactions. Council latest news, information and events is also a key section of the front page.

Online Transactions

Online form submissions via the council's website www.fenland.gov.uk were at a record high during 2021 (1 January – 31 December).

In total, we received 15,542 online form submissions (excluding Garden Waste Subscriptions) – an increase compared to 2020 (14,578).

Our website offers over 50 online forms; 8 new ones were developed this year.

Our new missed bins reporting form and suite of environmental service request forms are fully automated. This means that once the resident completes one of these online

reporting forms, information is automatically added to the operatives in-cab work packs in real time without the need for staff intervention.

We have also launched 17 customer digital journeys. A suite of taxi licensing and premises licences allow customers to apply online for licences at a time convenient to them. All digital journeys allow customer applications to be automatically into our back office system in real time and without the need for staff intervention.

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

Our Cabinet members have selected a number of projects to contribute towards our 'Council for the Future' agenda.

These projects have a variety of aims; from tackling areas of particular need within the district, to transforming services and the wider organisation sustainably to be fit for the future.

Although these projects are influenced by external factors, the aim is to have a programme of projects completed by the end of the current Council leadership term.

CFF projects:

- Modernising council services
- Better online services
- Bringing empty homes back into use
- A more commercial outlook
- Health you
- CCTV service
- Safer homes for tenants
- Clamping down on poor parking
- Protecting our environment
- Competitive trade waste service
- Planning for the future
- Corporate building review
- Better railways for Fenland

There are 2 CFF projects led by the Communications and Transformation portfolio holder, **Modernising Council Services** and **Better Online Services**.

Please see summary of achievements for Better Online Services on page 9 and Modernising Council Services on page 10







Better Online Services

"Developing the Council's website to provide residents and businesses with even better online services"







Our Aim

Our aim is to have an inviting and user-friendly website for our residents and businesses. We aim to have a suite of online forms and digital journeys that enable our residents and customers to self-serve via the website, with little or no back-office intervention.

FDC Website

-  **New website** - design and content transformed to offer residents a more modern, user-friendly browsing experience
-  **Mobile friendly** - information and features are the same for all devices: pc, laptop, tablet, phone
-  **969,144** visits to fenland.gov.uk from April 2020 to March 2021 (**767,361** in 2019/20)
-  **15,542** website forms completed online in 2021 (**14,578** in 2020)
-  **Front page** - regular updates on the latest Council news, events, and information
-  **Social media** - links to regular Council news, events and information to our Twitter followers (**8726**) and our Facebook followers (**5594**)

Online Forms

-  Our website offers over **50 online forms**
-  **8** new online forms launched in 2021
-  **15,542** website forms completed online in 2021
-  New **Missed Bin** form allowing real time reporting
-  New suite of **Environmental Service Request** forms that allow reporting of; abandoned vehicles, broken glass, dead animals, dog fouling, fly-tipping, fly-posting, graffiti, request a litter pick or street sweep, overflowing litter bin, syringes & needles
-  **Missed Bin** and **Environmental Service Request** forms are automatically added to operative's in-cab workpacks in real time without the need for staff intervention

Digital Journeys

-  **17** customer digital journeys launched in 2021
-  New suite of **Taxi Licensing** journeys that allow new and renewal applications for: private hire driver, vehicle and operator, and hackney carriage driver and vehicle
-  New suite of **Premises Licensing** journeys that allow new and renewal applications for: food registration, club certificate, interim authority notice, notification of interest, new and transfer licenses, full & minor variation, temporary event notice, tables & chairs, and pavement licence
-  **Taxi Licensing** and **Premises Licensing** applications are automatically added into our back office system in real time without the need for staff intervention



Modernising Council Services

"Transforming council services to improve customer experience and make it even easier for people to interact with the council"

Our Impact







The My Fenland project, our first corporate transformation project, was commissioned in January 2020. Since then we have delivered:

Customer Benefits

People

-  **5** admin services brought together
-  **29** staff in new roles
-  **158** requests for appointments, resulting in **55** appointments
-  **285** training sessions completed covering **34** topics
-  **63,125** answered calls to contact centre in 2021
-  **99.5%** of customer queries resolved at first point of contact

Finance

-  **15,454** payments made via PayPoint
-  **Over £1.84m** in payments made via PayPoint
-  **£18,500** saved in G4S reduced collections
-  **£203,000** savings in 2021/22
-  **700 hrs** additional capacity released
-  **2 days** per week chargeable support to Hunts DC

Process

-  **136** process mapped across services
-  **33** processes redesigned
-  **8** service teams supported by Technical officers
-  **17** customer digital journeys launched in 2021
-  **8** new online website forms launched in 2021
-  **15,542** website forms completed online in 2021
-  **969,144** visits to our FDC website in 2020/21



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

My Fenland is the first major corporate transformation programme under the Council for Future priority that focusses on modernising the way we deliver all aspects of our services to our customers. It has involved updating and streamlining our processes to improve consistency and efficiency across the organisation, investing in new IT solutions and technology to improve the process for both staff and customers.

The key focus has been ensuring we are putting the customer journey first and providing the best possible customer experience.

Why?

There are so many benefits and reasons for going through this transformational programme, such as:

- Improved customer experiences and smarter ways of working
- The opportunity to explore and introduce new technology to streamline the customer journey
- Bringing together a range of discrete/defined services as a single point of contact and delivery, providing a more joined-up approach across the Council
- Reducing the number of staff handling customer data, which reduces error and the potential GDPR risk
- Better resilience in teams, and so a more consistent and effective customer service
- Improving our talent pipeline and succession planning for the Council.
- Improving service, driving down costs

So far....

We have delivered the initial two phases of the project, with a focus on customer interactions, opportunities for our customers to self-serve as a wider range of services and activities are consolidated in to the 'My Fenland' team. This involved process mapping a large number of new activities from service teams across the council.

We have had some Key Successes.....

- Creation of new MF team including the implementation of a new structure and roles, supported by a detailed and comprehensive training plan
- Implementation of Paypoint – over £1.8 million payments made
- Launch of the Council's new website.
- Development and implementation of the Technical Officer role to free up the capacity of specialist officers across the organisation.
- The upgrade to the Telephony switch to enable, enhanced call routing and use of Customer Relationship Management (CRM) functionality as well as web chat.

- Reviewed and amended options for customers presenting by phone to simplify choices and reduce waiting times, including an appointment option.
- Implementation of an appointment scheme for customers wishing to access Council services face to face, enabling us to provide an enhanced individualised service to customers providing them a convenient time for them with a member of staff trained to deal with their query.
- 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. These requests will be sent from our website into Bartec's in-cab technology
- The integration work with Bartec (in cab technology) and Agresso (corporate accounting system) is now complete and invoices are now being generated automatically without the need of manual input for officers. As well as maximising the use of technology, improved automation between software is also enabling us to concentrate more resources on answering phone calls and allowing more time to spend on in depth customer queries within the My Fenland team. This in turn frees up professional officer capacity, which is one of the key principles of this transformation approach
- Implementing a digital journeys package for Licensing and Environmental services. For example, Customers can supply information, such as reporting broken glass or dog fouling as well as apply for a new or to renew a licence, via our website, removing the need for Council staff having to duplicate data entry, improving accuracy whilst speeding up delivery time to our customers. Customers are also able to access these services 24/7
- Process mapping of tasks and activities identified as a priority and agreed by the project team, work is currently underway in relation to process mapping Planning Services, Property and Assets, Tree Management, Cemeteries and Private Sector Housing. These projects will inform the transformation programme for 2022/23

3Cs Update (Cllr Steve Tierney)

Performance for the 3C's service between 1 April 2021 and 31 January 2022:

April 2021 – Jan 2022	Total received	Total within time frame	%age within time frame
Correspondence	56	51	91%
Stage 1			
Community Environment Leisure and Planning (CELP)	113	93	82%
Growth and infrastructure (GI)	1	1	100%
Policy Resources and Customer Services (PRCS)	66	59	89%
Stage 2			
CELP	11	9	82%
GI	1	1	100%
PRCS	5	4	80%
Stage 3			
CELP	7	7	100%
GI	0	0	NA
PRCS	5	4	80%

From 1 April 2022 we have adapted our 3cs reporting system to identify the breakdown of complaints, correspondence and comments into service areas and key topics. This will allow us to identify any common themes or patterns in service areas.

ICT Transformation

ICT's workload can be categorised into 3 sections:

- Reactive Support – Day-to-day 'break-fix' support (e.g. password changes / broken laptop / unable to connect to the network).
- Proactive Maintenance – Replacement / upgrade of ICT infrastructure. (e.g. hardware replacement / software upgrades).
- Corporate Projects – Supporting the ongoing corporate transformation programme (e.g. Introducing new business applications / achieving VFM from current investments).

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 2021 have helped to achieve these goals and to transform the way we work through the Covid-19 pandemic. These projects have included the following:

Remote Working

Our aim to enable more staff to be able to work remotely was significantly accelerated in response to the Covid pandemic. All staff that require remote access to corporate systems now have the necessary equipment assigned to them. This equates to 92% of office-based staff. Additional hardware has also been added to the remote access infrastructure to improve resilience.

Desktop Solutions

All ICT users have been provided with a laptop running the latest supported Microsoft Windows operating system and Microsoft 365 suite of applications. 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. We are now using Endpoint Manager, part of the Microsoft suite, providing more security and management tools for remote devices.

Online Training

We have introduced an improved user education programme in cyber security and information management. 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 their 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 we have provided all mobile phone users with a replacement handset managed by InTune which is part of our Microsoft licence, saving the cost of the previous MDM (mobile device management) solution. Also, we are in the process of replacing of our network switch infrastructure to ensure the hardware is supportable and compatible with our other systems, and to deliver reliability, availability and performance.

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 further development of our payment channels to allow customers to make payments to even more council services. Also work has been done to centralise invoicing from various service area systems to our central financial management system. We have also enhanced digital channels allowing customers to self-serve and access services 24x7.

Security / Compliance

We are in the process of conducting a full review of our security measures and processes. We aim to ensure our processes are appropriate and proportionate for the authority's needs. There has recently been an increasing number of malicious cyber-attacks against organisations, including local authorities. We have continued to get as much benefit out of our previous investments in security technologies as possible and keep up to date with the latest developments. We have extended our use of AI to help automate our response to ongoing threats.

GDPR Compliance

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

The upgrade of all telephony controllers and software, including the Contact Centre management system and the introduction of soft phone technology, has enabled the use of a 'single pane' system for Customer Advisors to manage all telephone calls and received. The processes followed by staff have been refined during the year and the integrated CRM system now manages all customer interactions. This has now been complimented by the introduction of WebChat which is accessed through enhancements to our website.

Current / Future Projects include;

- **Full Security Review** to ensure our systems and processes are adequate to resist most malware / cyber-attacks. We are in the process of upgrading all endpoints to connect directly to a central cloud-based service for antivirus.
- **Upgrade Microsoft SQL Servers** to benefit from latest features and ensure future support.
- **Provide an integrated Local Land Charges platform** for HMLR's National Digital Register.
- **Build Further Resilience** for our MFA (multi-factor authentication) solution to improve availability and to introduce a solution to be used across technologies.
- **Introduce More Opportunities for Collaborative Working** through the further use of Microsoft applications, specifically Teams, SharePoint and OneDrive.
- **Enhance Disaster Recovery** procedures around telephony and remote working.
- **Introduce SIP Trunking** to replace out-going technologies and provide revenue savings. This project will also look at the resilience of technologies used within our Contact Centre.
- **Improve Risk and Compliance Management** within the ICT service.

- **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.
- **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.
- **Improve hardware capacity** in our virtual environment allowing the uplift of servers to the latest versions of operating systems.
- **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 PIs:

Key PI	Description	Baseline	Target 21/22	Cumulative Performance	Variance (RAG)
PRC1	% of customer queries resolved at first point of contact	97.3%	Rolling monthly target of 85% per month	99%	
PRC2	% of customers satisfied with our service (March 2022)	75%	90%	Customer satisfaction rates are formally recorded annually during February	
PRC3	% of contact centre calls answered within 20 seconds	74.81%	Rolling monthly target rising to 40% by March 2022	30.3%	
PRC4	% of contact centre calls handled	96.4%	Rolling monthly target rising to 80% by March 2022	74.6%	
PRC5	Number of visits to our website	969,144	825,000	711,109	

Key:

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

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Overview and Scrutiny – Draft Work Programme 2021-2023

**All Informal pre-meetings are held via Zoom until further notice,
but Formal meetings 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>
28 April 2022	03 May 2022	2.00pm	Via Zoom	09 May 2022	1.00pm	1.30pm
(TBC) June 2022	TBC	2.00pm	Via Zoom	TBC	1.00pm	1.30pm
(TBC) July 2022	TBC	2.00pm	Via Zoom	TBC	1.00pm	1.30pm
(TBC) September 2022	TBC	2.00pm	Via Zoom	TBC	1.00pm	1.30pm
(TBC) October 2022	TBC	2.00pm	Via Zoom	TBC	1.00pm	1.30pm
(TBC) November 2022	TBC	2.00pm	Via Zoom	TBC	1.00pm	1.30pm
(TBC) January 2022	TBC	2.00pm	Via Zoom	TBC	1.00pm	1.30pm
(TBC) February 2022	TBC	2.00pm	Via Zoom	TBC	1.00pm	1.30pm

09 May 2022

Time	Agenda Item	Fenland Corporate Priority	Portfolio Holder/ CMT/Officer/Guest
13.00 to 13.30 Pre Briefing			
13.30 to 15.30 Meeting	Progress on the Housing Enforcement		Cllr Hoy Dan Horn
	Culture Strategy	Quality Organisation	Councillor Chris Seaton Phil Hughes Jamie-Lee Taylor
	Commercial Investment Strategy and Investment Board Update	Economy	Councillor Boden Paul Medd Peter Catchpole Dan Horn Anna Goodall Mark Saunders Adam Broadway Simon Machen
	Task and Finish Group – Portfolio Holder Report		Amy Brown
	Matters arising – Update on previous actions		Amy Brown
	Future Work Programme 2022/23	Quality Organisation	Chairman Amy Brown

TBC June 2022

Time	Agenda Item	Fenland Corporate Priority	Portfolio Holder/ CMT/ Officer/Guest
13.00 to 13.30 Pre Briefing			
13.30 to 15.30 Meeting	Appointment of the Chairman and Vice-Chairman for the Municipal Year		
	Council Tax Support Scheme Report	Quality Organisation	Councillor Boden, Councillor Mrs French Peter Catchpole Mark Saunders
	Draft Overview & Scrutiny Annual Report		Amy Brown
	Matters arising – Update on previous actions		Amy Brown
	Future Work Programme 2022/23	Quality Organisation	Chairman Amy Brown

TBC August 2022

Time	Agenda Item	Fenland Corporate Priority	Portfolio Holder/ CMT/ Officer/Guest
13.00 to 13.30 Pre Briefing			
13.30 to 15.30 Meeting	Progress of Corporate Priority – Communities	Communities	Cllr Boden Cllr Clark Cllr Hoy Cllr Lynn Dan Horn Phil Hughes Anna Goodall Sam Anthony Sarah Gove
	Local Governments Ombudsman Annual Review of Complaints		Cllr Steve Tierney Peter Catchpole David Wright
	Matters arising – Update on previous actions		Amy Brown
	Future Work Programme 2022/23	Quality Organisation	Chairman Amy Brown

TBC September 2022

Time	Agenda Item	Fenland Corporate Priority	Portfolio Holder/ CMT/ Officer/ Guest
13.00 to 13.30 Pre Briefing			
13.30 to 15.30 Meeting	2022 Planning Service Annual Review		Cllr Laws Dan Horn Nick Harding
	Review of Clarion		Cllr Hoy Dan Horn Clarion reps (x3 operational, community devt and Development)
	Matters arising – Update on previous actions		Amy Brown
	Future Work Programme 2022/23	Quality Organisation	Chairman Amy Brown

TBC October 2022

Time	Agenda Item	Fenland Corporate Priority	Portfolio Holder/ CMT/ Officer/ Guest
13.00 to 13.30 Pre Briefing			
13.30 to 15.30 Meeting	Annual Meeting with the Leader and Chief Executive		Cllr Boden Paul Medd All Cabinet All CMT
	Matters arising – Update on previous actions		Amy Brown
	Future Work Programme 2022/23	Quality Organisation	Chairman Amy Brown

TBC December 2022

Time	Agenda Item	Fenland Corporate Priority	Portfolio Holder/ CMT/ Officer/ Guest
13.00 to 13.30 Pre Briefing			
13.30 to 15.30 Meeting	Annual Review of Anglian Revenues Partnership		Cllr French Peter Catchpole Sam Anthony
	Freedom Leisure Review		Cllr Sam Clark Phil Hughes
	Wisbech Rail Update		Rowland Potter CPCA
	Matters arising – Update on previous actions		Amy Brown
	Future Work Programme 2022/23	Quality Organisation	Chairman Amy Brown

TBC January 2023

Time	Agenda Item	Fenland Corporate Priority	Portfolio Holder/ CMT/ Officer/ Guest
13.00 to 13.30 Pre Briefing			
13.30 to 15.30 Meeting	Draft Budget		Cllr Boden Paul Medd Peter Catchpole Mark Saunders
	Draft Business Plan		Cllr Boden Paul Medd Peter Catchpole David Wright
	Fees and Charges		Cllr Boden Peter Catchpole Mark Saunders All Cabinet (TBC) All CMT members (TBC)
	Matters arising – Update on previous actions		Amy Brown
	Future Work Programme 2022/23	Quality Organisation	Chairman Amy Brown

TBC February 2023

Time	Agenda Item	Fenland Corporate Priority	Portfolio Holder/ CMT/ Officer/ Guest
13.00 to 13.30 Pre Briefing			
13.30 to 15.30 Meeting	Community Safety Partnership		Cllr Lynn Dan Horn Police (TBC)
	FDC Enforcement Review		Cllr Laws (Planning Enforcement) Cllr Murphy (Environmental Enforcement) Cllr French (ARP) Cllr Lynn (Licensing Enforcement) Annabel Tighe Dan Horn Sam Anthony Nick Harding
	Progress of Corporate Priority – Environment		Cllr French Cllr Lynn Cllr Murphy Cllr Tierney Mark Mathews Annabel Tighe Garry Edwards Phil Hughes Dan Horn
	Matters arising – Update on previous actions		Amy Brown
	Future Work Programme 2022/23	Quality Organisation	Chairman Amy Brown

March 2023

Time	Agenda Item	Fenland Corporate Priority	Portfolio Holder/ CMT/Officer/Guest
13.00 to 13.30 Pre Briefing			
13.30 to 15.30 Meeting	Transformation & Communications Portfolio Holder update		Councillor Tierney Peter Catchpole David Wright
	Update on CPCA Growth Service and impact on Economic Development in Fenland	Economy	Councillor Benney Peter Catchpole Simon Machen, Mark Greenwood , Anna Goodall
	Matters arising – Update on previous actions		Amy Brown
	Future Work Programme 2021/22	Quality Organisation	Chairman Amy Brown

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