

Agenda Item No:	5	
Committee:	Cabinet	
Date:	18 December 2023	
Report Title:	Draft Business Plan 2024-25	

Cover sheet:

1 Purpose / Summary

1.0 For Cabinet to approve the Draft Business Plan 2024-25 for public consultation.

2 Key Issues

- 2.0 Our Draft Business Plan 2024-25 identifies the key challenges and opportunities for Fenland. Its structure outlines our key Corporate Priorities (Communities, Environment, Economy and Quality Organisation), and an additional cross cutting 'Transformation Agenda - Council for the Future' section. This section encompasses our ongoing transformation work to improve efficiency and customer experience, drive positive change and ensure the Council is fit for the future.
- 2.1 Despite global challenges of the last few years and an ever-evolving landscape of public service, no other principal council in the country has a better record for keeping council tax down for its residents than Fenland.
- 2.2 Almost every other principal council has raised its council tax over the past six years, and of the few which haven't raised their council tax, none can match Fenland's 2% reduction in that period. Fulfilling the mandate on council tax on which the ruling group had been elected, councillors believe that the burden of providing cost-efficient services should fall on the Council itself, a long way before it falls on our residents.
- 2.3 The Draft Business Plan 2024-25 will be presented to the Overview and Scrutiny Panel on 15 January 2024.
- 2.4 A Task and Finish group set up from members of the O&S panel have reviewed the current performance indicators. The purpose of the review was to ensure the performance indicators enhanced the Council's corporate priorities and are both measurable and achievable.
- 2.5 The recommendations from the Task and Finish group can be seen in appendix 1 of this Cabinet report. Cabinet are asked to consider the recommendations of the Task and Finish group outlined in appendix 1.
- 2.6 The public will be invited to comment on the Draft Business Plan 2024-25 between 2 January and 4 February 2024. Feedback will be incorporated into the final version of the Business Plan that will be considered by Cabinet and Council on 26 February 2024.

3 Recommendations

- 3.0 For Cabinet to consider the recommendations of the Task and Finish group outlined in appendix 1 and include in the Draft Business Plan 2024-25.
- 3.1 For Cabinet to approve the Draft Business Plan 2024-25 for public consultation.

Wards Affected	All
Forward Plan Reference	<i>[Insert Reference No. From Forward Plan. (It is a legal requirement to include key executive decisions on the forward plan for 28 days before the decision requested in this report is taken).</i>
Portfolio Holder(s)	Councillor Chris Boden, Leader of the Council Councillor Steve Tierney, Portfolio Holder for Transformation and Communication
Report Originator(s)	Paul Medd, Chief Executive Peter Catchpole, Corporate Director Carol Pilson, Corporate Director David Wright, Head of Policy & Communications
Contact Officer(s)	Paul Medd, Chief Executive Peter Catchpole, Corporate Director Carol Pilson, Corporate Director David Wright, Head of Policy & Communications
Background Papers	Budget and Medium Term Financial Strategy

Report:

1 [Reasons for Exemption]

- 1.0 N/A

2 BACKGROUND AND INTENDED OUTCOMES

- 2.0 The Draft Business Plan 2024-25 sets out the priorities we aim to deliver over the next 12 months. These priorities have been developed to address the most important needs of our communities and set a framework for how we will work towards our ambitions for the area and achieve our goal of creating a thriving place to live and visit.
- 2.1 Our core priorities focus on three areas: Communities, Environment and Economy. These priorities primarily focus on the statutory and wide variety of services that we provide day-to-day. In a typical year we empty 3 million bins, clean 210 square miles of town centres and open spaces, answer 78,000 telephone enquiries and determine 1,300 planning applications – and more! A fourth priority, Quality Organisation, sits alongside everything we do. It aims to ensure that the Council runs effectively, transparently and sustainably. We

invest in and support our workforce to ensure they have the skills and resources they need to work to the best of their ability.

- 2.2 Each priority is underpinned by a series of performance indicators, which are used to track progress, measure success, and identify areas for improvement. All performance indicators are reported to all elected Members at our Council meetings. These public reports are summarised to provide end of year performance updates against our priorities in our Annual Report, which is available to download on our website.
- 2.3 We also have a fifth cross cutting priority: Transformation Agenda. This priority encompasses our ongoing transformation work to improve efficiency and customer experience, drive positive change and ensure the Council is fit for the future.

3 REASONS FOR RECOMMENDATIONS

- 3.0 For Cabinet to consider the recommendations of the Task and Finish group outlined in appendix 1 and include in the Draft Business Plan 2024-25.
- 3.1 For Cabinet to approve the Draft Business Plan 2024-25 for public consultation.

4 CONSULTATION

- 4.0 The public will be invited to comment on the Draft Business Plan 2024-25 between 2 January and 4 February 2024. Feedback will be incorporated into the final version of the Business Plan that will be considered by Cabinet and Council on 26 February 2024.

5 ALTERNATIVE OPTIONS CONSIDERED

- 5.0 N/A

6 IMPLICATIONS

6.0 Legal Implications

- 6.1.1 There are no legal considerations connected with the content of this report.

6.1 Financial Implications

The Draft Business Plan 2024-25 sets out our corporate priorities we aim to deliver over the next 12 months. These are reflected in the Council budget.

6.2 Equality Implications

N/A

7 SCHEDULES

Appendix 1 – Task and Finish Group Recommendations



Fenland District Council Business Plan 2024/25

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Introduction by the Leader and Chief Executive

Welcome to Fenland District Council's Business Plan for 2024/25.

We are pleased to present Fenland District Council's Business Plan for 2024/25, which sets out our ambitions and priorities for the year ahead.

As you read through the plan, you'll see it is not merely a document, but a testament to our commitment of putting the people we serve at the heart of everything we do.

Despite global challenges of the last few years and an ever-evolving landscape of public service, no other principal council in the country has a better record for keeping council tax down for its residents than Fenland.

Almost every other principal council has raised its council tax over the past six years, and of the few which haven't raised their council tax, none can match Fenland's 2% reduction in that period. Fulfilling the mandate on council tax on which the ruling group had been elected, councillors believe that the burden of providing cost-efficient services should fall on the Council itself, a long way before it falls on our residents.

Councillors are also passionate about building on the Council's strong track record of delivering high quality services people can rely on and, in a changing world, continuing to foster a resilient local authority that can adapt, innovate and lead.

We have big ambitions for the district, but every year we have less money from central government to deliver them. The world around us is changing, but we need to diversify and modernise our services to respond to those changes.

At the core of our plan is a commitment to transformation. In 2023, the Council was nationally recognised by The Municipal Journal for workforce transformation, but we want to do more.



Paul Medd
Chief Executive



Chris Boden
Leader of the Council

Through our ongoing Transformation Agenda, we're embracing innovative solutions and investing in technology to reshape the way we work and streamline internal processes. Not only will this make our services more efficient, it will make it easier for residents and businesses to engage with us, resolve matters more quickly, and experience a level of service that reflects the high standards we set.

Another key priority in our plan is directed towards businesses, acknowledging their pivotal role in our local economy. Through targeted funding initiatives and supportive programs, we aim to catalyse entrepreneurial growth, build skills development, and support a vibrant business landscape.

Furthermore, we understand the ongoing challenges many people across Fenland continue to face with the cost of living and will ensure that everyone who needs help has access to the support and guidance available to them.

Guided by the priorities set out in this plan, we will also continue to adopt a more commercial approach in what we do to help deliver our growth aspirations and further futureproof the organisation. We will also promote and develop active and sustainable travel; support Fenland's thriving arts, heritage and culture scene, and improve the way we empower and engage with our local communities.

Collaboration and engagement with our communities, businesses and public sector partners over the next 12 months will, as always, be at the forefront of our approach.

Together, we can face the future with real confidence and deliver a stronger, more connected district of which we can all be proud.

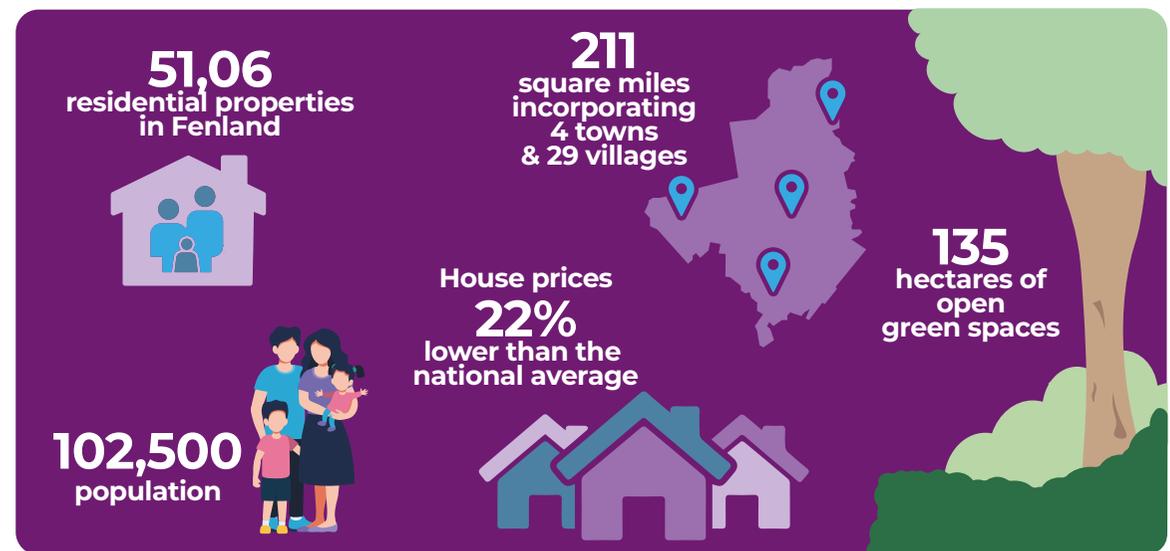
About Fenland

Fenland has a strong community spirit and pride in its heritage. There are 102,500 people living in Fenland District (ONS: 2021), which covers 211 square miles within North Cambridgeshire. Over 70% of residents live within our four market town of Chatteris, March, Whittlesey and Wisbech, and our beautiful rural landscape is home to 29 villages.

Fenland has the lowest house prices in Cambridgeshire, with the average house priced at £241,483 (UK HPI August 2023), 22% less than the national average. With close proximity to large Urban centres such as Cambridge and Peterborough, Fenland's population continues to grow. By 2043, it's expected that our population will have increased by 16% to 118,826 (ONS 2021).

In addition, 23,400 residents (23%) are aged over 64, above average compared to Cambridgeshire and the UK (ONS 2021). Alongside our partners, we are working to enable residents to access the support and resources they need to live happily, healthily and independently.

We also face some challenges around deprivation. We are the 80th (out of 317) most deprived area in the country (IMD: 2019). Nevertheless, we continue to work closely with our partner organisations to positively overcome these challenges.



Our Priorities

Our Business Plan sets out the priorities we aim to deliver over the next 12 months. These priorities have been developed to address the most important needs of our communities and set a framework for how we will work towards our ambitions for the area and achieve our goal of creating a thriving place to live and visit.

Our core priorities focus on three areas: Communities, Environment and Economy. These priorities primarily focus on the statutory and wide variety of services that we provide day-to-day. In a typical year we empty 3 million bins, clean 210 square miles of town centres and open spaces, answer 60,000 telephone enquiries and determine 1,300 planning applications – and more!

A fourth priority, Quality Organisation, sits alongside everything we do. It aims to ensure that the Council runs effectively, transparently and sustainably. We invest in and support our workforce to ensure they have the skills and resources they need to work to the best of their ability.

Each priority is underpinned by a series of performance indicators, which are used to track progress, measure success, and identify areas for improvement. All performance indicators are reported to all elected Members at our Council meetings. These public reports are summarised to provide end of year performance updates against our priorities in our Annual Report, which is available to download on our website.

Where a priority does not have a linked performance indicator, usually where we work towards objectives with partners, updates will be reported via Portfolio Holder Briefings at Council meetings.

We also have a fifth cross cutting priority: Transformation Agenda. This priority encompasses our ongoing transformation work to improve efficiency and customer experience, drive positive change and ensure the Council is fit for the future.

Summary of our Corporate Priorities

Communities

- Support vulnerable members of our community
- Promote health and wellbeing for all
- Work with partners to promote Fenland through Culture and Heritage

Environment

- Deliver a high performing refuse, recycling and street cleansing service
- Work with partners and the community on projects that improve the environment and our street scene
- Work with partners to keep people safe in their neighbourhoods by reducing crime and anti-social behaviour and promoting social cohesion

Economy

- Attract new businesses, jobs and opportunities whilst supporting our existing businesses in Fenland
- Promote and enable housing growth, economic growth and regeneration across Fenland
- Promote and lobby for infrastructure improvements across the district

Transformation Agenda - Council for the Future

In 2019, we began our Transformation Agenda programme (TA1). This focussed on transforming the way the Council delivers all aspects of our services to our customers.

TA1 is on track to deliver over £1m savings over the medium term.

In order to assist with meeting our financial challenges and to continue to transform the Council, our Cabinet members have committed to building on the successes of our first Transformation Agenda programme, and to develop a second phase.

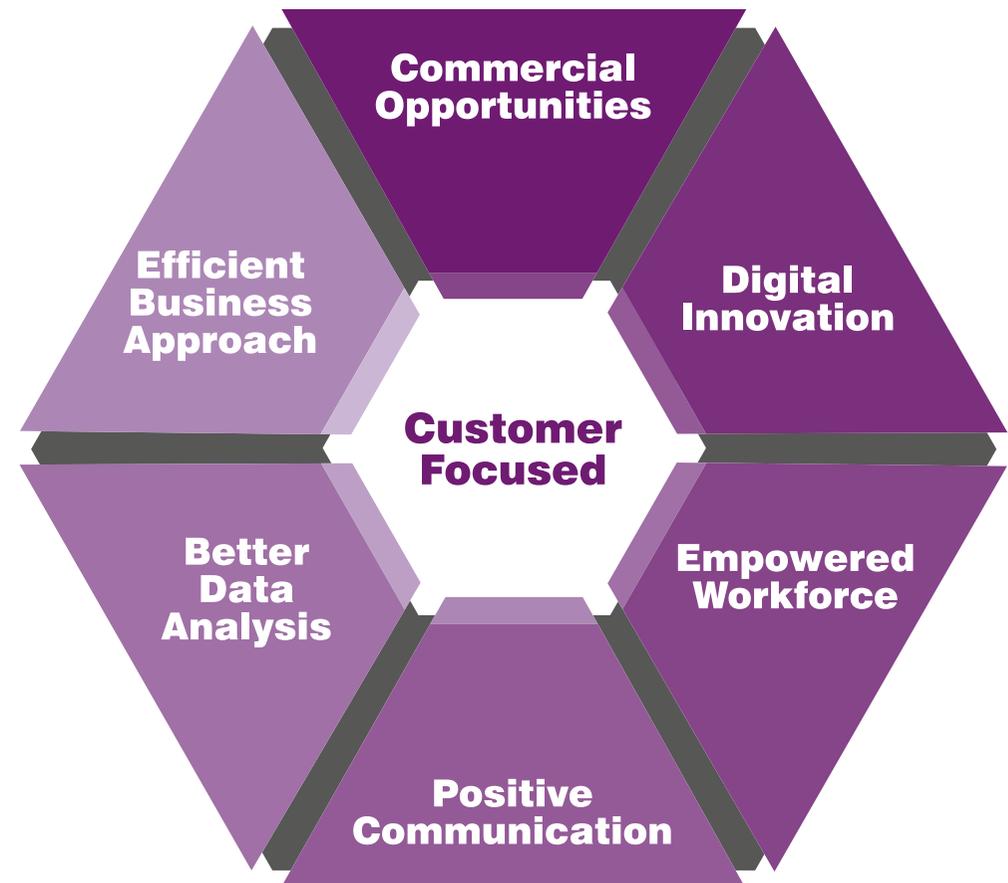
Transformation Agenda 2 (TA2)

Spanning across all services within the council, the Transformation Agenda 2 programme ties together all major 'change' initiatives that are looking to improve how the council works and delivers services.

Whether this is reviewing a service, how systems support delivery or how staff are able to conduct their jobs in a more effective and flexible manner, the programme will aim to ensure we

are an effective and efficient Council for the future.

We have developed a number of key principles that will align with all future transformation projects and the TA2 programme.



Transformation Service Reviews

A key focus of the Transformation Agenda 2 will be working with all services across the council in order to carry out service reviews. This holistic approach will ensure we maximise the opportunities, outlined below across the organisation;

- Efficiency
- Smarter ways of working
- Maximising the use of technology
- Enhanced customer experience
- Maximise opportunities for income generation

Key Service Reviews will be sponsored by our Cabinet Members as outlined below:

Transformation Agenda 2

Cllr Chris Boden Finance Audit & Risk Accommodation Project	Cllr Sam Hoy Housing Options Private Sector Housing Licensing	Cllr Peter Murphy Environmental Services Park & Open Spaces
Cllr Ian Benney Property & Estates Marine Services Economic Growth	Cllr Dee Laws Planning Local Plan	Cllr Chris Seaton Transport Heritage
Cllr Jan French Benefits & Council Tax (ARP) Car Parking	Cllr Alex Miscandlon Leisure Internal Drainage Board (IDB)	Cllr Steve Tierney ICT My Fenland Policy & Communications
		Cllr Susan Wallwork Environmental Health Communities

Partnership Investment in Fenland

We're working hard to attract the crucial external funding needed to unlock Fenland's potential and bolster its prosperity and resilience in the coming years.

Our previous policy of applying for any and all funding opportunities will now have to be tempered by any potential financial liability that the Council could face, particularly in respect of rising capital costs and the new requirement upon the s151 Officer to guarantee that the Council will meet any additional unanticipated costs when applying for some Government funding opportunities.

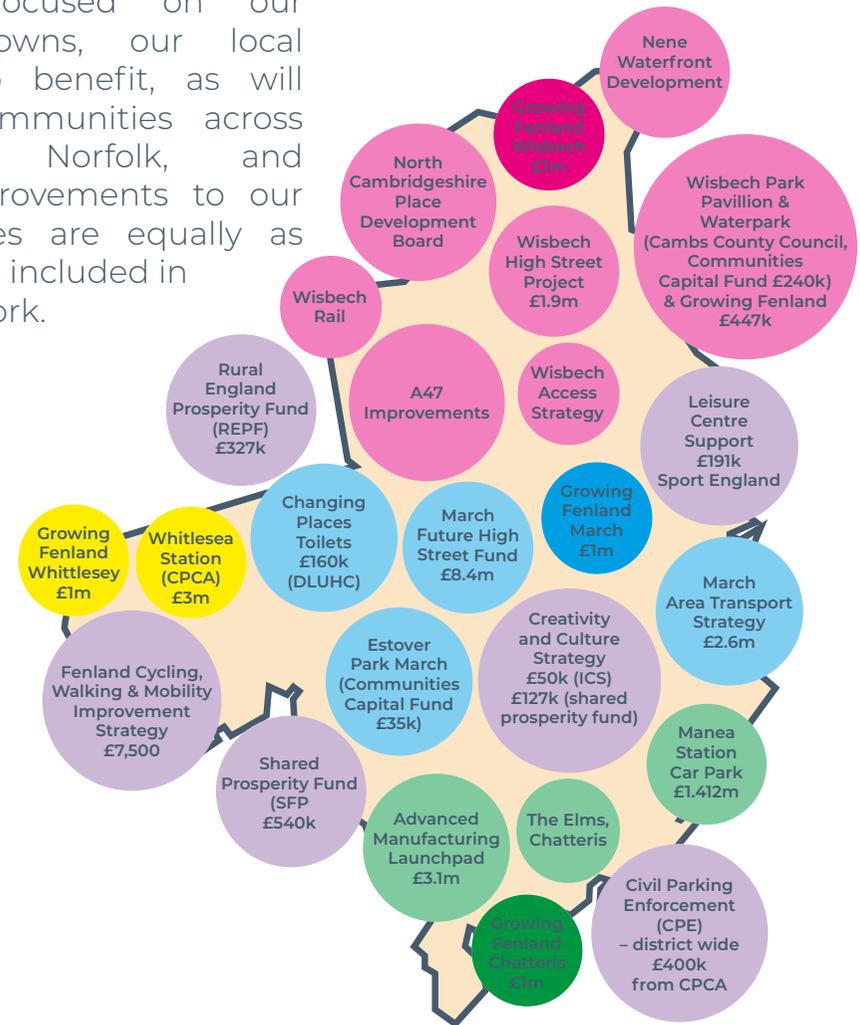
The diagram shows some of the projects currently in progress across the district thanks to millions of pounds worth of inward investment already secured.

The projects include development and regeneration of key sites, investment to improve transport and digital connectivity, and innovation and technology centres.

The opportunities will help to boost our economy, support new skills

opportunities, and create much-needed new jobs.

Although many of these funding schemes are focused on our four market towns, our local villages will also benefit, as will neighbouring communities across Cambridgeshire, Norfolk, and Lincolnshire. Improvements to our rural communities are equally as important and are included in our investment work.



Our Priorities - Communities

Support vulnerable members of our community

- Enable residents to claim the Council Tax Support they are entitled to.
- Enable residents to claim the Housing Benefit they are entitled to.
- Use our housing powers to improve the condition of private rented homes and ensure they are safe, secure and accessible.
- Use our housing powers to prevent homelessness and reduce rough sleeping.
- Use our housing powers to meet housing needs, including bringing empty homes back into use.
- Support residents to manage the effects of the cost of living. *
- Encourage a range of partners to support the delivery of the Golden Age programme and support older people. *

Promote health and wellbeing for all

- Create healthier communities through activities developed and delivered by Active Fenland.

- Update the Council's Leisure Strategy in 2024 and work collaboratively with Freedom Leisure and other partners to deliver the Strategy. *
- Work collaboratively within the Integrated Care System to tackle local health and wellbeing priorities to give people the information to enable them to make healthier choices. *

Work with partners to promote Fenland through Culture and Heritage

- Work with local stakeholders to deliver an action plan to support the aims of the Creativity and Culture Strategy.
- Provide proportionate support and advice for community groups to hold safe and successful public events. *

* FDC and Partners performance reported via Portfolio Holder Reports

FDC Performance Indicators

- Days taken to process new claims to changes for Council Tax Support
- Days taken to process new claims and changes for Housing Benefit
- Total number of private rented homes where positive action has been taken to address safety issues
- The proportion of households presenting to the Council as homeless whose housing circumstances were resolved through housing options work
- Number of empty properties brought back into use
- Number of Active Fenland sessions delivered per year
- Customer satisfaction: Net promoter score for Freedom Leisure Centres
- Value of Arts Council Grants achieved in Fenland

Our Priorities - Environment

Deliver a high performing refuse, recycling and street cleansing service

- Work with partners, the community and volunteers to divert at least 50% of Cambridgeshire's household waste from landfill.
- Maximise the value of materials collected for recycling, including through Getting It Sorted recycling champions.
- Deliver an effective, self-funding Garden Waste collection service.
- Deliver clean streets and public spaces as set out in the national code of practice.
- Work with key stakeholders to deliver an effective waste partnership and update the Cambridgeshire and Peterborough Waste Strategy. *

Work with partners and the community on projects to improve the environment and streetscene

- Use education, guidance and Council powers to fairly enforce environmental standards and tackle issues such as fly-tipping, illegal parking, dog fouling, littering and antisocial behaviour.
- Ensure well maintained parks and open spaces by working with our grounds maintenance contractor.

- Supporting community groups such as Street Pride, In Bloom, Friends of Groups, and Green Dog Walkers.
- Work with Town Councils and the community to provide local markets and thriving market town community events.
- Deliver the council's carbon reduction and climate adaptation plan including meeting all climate change targets which are legally required by the UK Government.

Work with partners to keep people safe in their neighbourhoods by reducing crime & antisocial behaviour and promoting social cohesion

- Manage the Community Safety Partnership to reduce crime, hate crime and anti-social behaviour. *
- Support the Fenland Diverse Communities Forum to deliver the Fenland-wide Community Cohesion Action Plan. *
- Deliver the Community Safety Grant Agreement with the Police and Crime Commissioner. *

* FDC and Partners performance reported via Portfolio Holder Reports

FDC Performance Indicators

- % of household waste recycled through the blue bin service
- Customer satisfaction with our Refuse and Recycling services
- Customer satisfaction with our Garden Waste service
- % of inspected streets meeting our cleansing standards
- % of Rapid or Village response requests (to action issues such as fly-tipping, dog fouling and littering) actioned the same day
- Number of Street Pride, In Bloom, Friends of Groups and Green Dog Walkers community environmental events supported
- % of those asked satisfied with community events
- % of local businesses who said they were supported and treated fairly

Our Priorities - Economy

Attract new businesses, jobs and opportunities whilst supporting our existing businesses

- Provide responsive business support to encourage business growth, job diversity, skills development and increased access to grants. *
- Promote and develop our Business Premises at South Fens, The Boathouse and Light Industrial Estates to encourage investment, business development, job creation and skills diversification.
- Work with external stakeholders, local businesses and the Combined Authority to attract inward investment and establish new business opportunities. *

Promote and enable housing growth, economic growth and regeneration

- Enable appropriate growth, development and infrastructure through delivering a proactive and effective Planning service.
- Drive forward the development and delivery of new homes and commercial space by using our surplus property and land assets to deliver sustainable economic and residential growth.

- Work with our partners to enable new affordable housing to meet housing needs. *
- Identify and bid for external funding that aligns with and supports our housing, economic and growth objectives. *

Promote and lobby for infrastructure improvements

- Promote sustainable road, rail and concessionary transport initiatives to improve access to employment and local services. *
- Engage with the Combined Authority and Cambridgeshire County Council on the feasibility and delivery of major road and rail infrastructure projects. *
- Work with the Combined Authority to influence how housing and infrastructure funding is used to stimulate housing development and economic growth in the district. *

* FDC and Partners performance reported via Portfolio Holder Reports

FDC Performance Indicators

- % occupancy of Business Premises estates
- % occupancy of our Wisbech Yacht Harbour
- % of major planning applications determined in 13 weeks
- % of minor applications determined in 8 weeks
- % of other applications determined in 8 weeks

Our Priorities - Quality Organisation

Performance Management (Performance Indicators)

- Set relevant and robust performance targets to ensure the effective delivery of Business Plan priorities.
- Report regularly on service performance to the Corporate Management Team, Councillors and the public.

Excellent Customer Service

- Maintain our Customer Service Excellence accreditation to ensure we continue to deliver the most effective service to our communities.
- Help residents to self-serve and access our services digitally to allow us to provide greater support for vulnerable customers and complex queries.

Governance, Financial Control and Risk Management

- Maintain robust and effective financial standards, internal controls and organisational management.
- Comply with data protection and General Data Protection Regulation requirements.

Transformation and Efficiency

- Sustainably deliver required savings whilst pursuing transformation and commercialisation opportunities to ensure the organisation is fit for the future.
- Engage with the Combined Authority's Public Service Reform agenda. *

Consultation and Engagement

- Appropriately consult with residents about our service and proposals as outlined in our Consultation Strategy.

Equalities

- Meet our Public Sector Equality duty by delivering the requirements of the 2010 Equality Act and 1998 Human Rights Act through our core service delivery and publication of a statutory Annual Equality Report.

Asset Management and Commercialisation

- Ensure our asset base is sustainable, suitable and fully utilised to maximise income opportunities and financial efficiencies.

FDC Performance Indicators

- % of customer queries responded at first point of contact
- % of customers satisfied by our service
- Contact Centre calls answered within 20 seconds
- Contact Centre calls handled
- % of Council Tax collected
- Council Tax net collection fund receipts
- % national non-domestic rates (NNDR) (Business Rates) collected
- National non-domestic rates (NNDR) (Business Rates) net collection fund receipts

Our Priorities - Quality Organisation

- Deliver our adopted Capital Programme in line with our Corporate Asset Management Plan to maintain the integrity and safety of our assets.
- Work jointly with public, private and third sector partners to improve access to our services, including from co-located facilities. *
- Continue with our Commercial Investment Strategy to make informed decisions about the purchase and management of property assets through Fenland Future Limited.

Workforce Development

- Equip our workforce with the right skills to effectively deliver our priorities.
- Support and empower our staff to make effective decisions.

Enforcement

- Use a fair and proportionate approach to improve living, working and environmental standards as set out in our Enforcement Policies.

Health and Safety

- Maintain effective Health and Safety systems to comply with relevant legislation and local requirements.
- Deliver all aspects of the Council's Health and Safety action plan to ensure the safety and wellbeing of our workforce, partners and wider community.

* FDC and Partners performance reported via Portfolio Holder Reports

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Appendix 1

Corporate Priorities / Performance Indicators

Key:

Priority column = Corporate priority

Sub priority column = FDC only sub priority

= FDC & partners sub priority

O&S recommendation = FDC only performance measure including frequency

= FDC & partners performance measure by RAG status and PHB updates

Priority	Sub priority	O&S Recommendation
Communities	Support vulnerable members of our community	
	Enable residents to claim the Housing Benefit they are entitled to through our shared service (Anglia Revenues Partnership; ARP).	<ul style="list-style-type: none"> Days taken to process new claims to changes for Council Tax Support (monthly).
	Enable residents to claim the Council Tax Support they are entitled to through our shared service (Anglia Revenues Partnership; ARP)	<ul style="list-style-type: none"> Days taken to process new claims and changes for Housing Benefit (monthly).
	Support residents to manage the effects of the cost of living.	<ul style="list-style-type: none"> RAG rating & PHB updates of cost of living event feedback.
	Use our housing powers to prevent homelessness, reduce rough sleeping, meet housing needs, improve housing conditions and keep homes safe and accessible.	<ul style="list-style-type: none"> Total number of private rented homes where positive action has been taken to address safety issues (monthly). The proportion of households presenting to the Council as homeless whose housing circumstances were resolved through housing options work (monthly). Number of empty properties brought back into use (monthly).

	Encourage a range of partners to support the delivery of the Golden Age programme and support older people.	<ul style="list-style-type: none"> RAG rating & PHB updates of Golden Age events and feedback.
Promote health and wellbeing for all		
	Update the Council's Leisure Strategy in 2023 and work collaboratively with Freedom Leisure and other partners to deliver the Strategy	<ul style="list-style-type: none"> RAG rating & PHB updates
	Work collaboratively within the Integrated Care Partnership to tackle local health and wellbeing priorities to give people the information to enable them to make healthier choices	<ul style="list-style-type: none"> RAG rating & PHB updates
	Create healthier communities through activities developed by Active Fenland	<ul style="list-style-type: none"> Number of Active Fenland sessions delivered per year (monthly).
Work with partners to promote Fenland through Culture and Heritage		
	Work with local stakeholders to deliver an action plan to support the aims of the Creativity and Culture Strategy	<ul style="list-style-type: none"> RAG rating & PHB updates Value of Art's Council Grants achieved in Fenland (annual).
	Proportionate support and advice for community groups to hold safe and successful public events	<ul style="list-style-type: none"> RAG rating & PHB updates of SAG event feedback.

Priority	Sub priority	O&S Recommendation
Environment	Deliver a high performing refuse, recycling and street cleansing service	
	Work with partners, the community and volunteers to divert at least 50% of Cambridgeshire's household waste from landfill	<ul style="list-style-type: none"> Amend 50% target when nature of the new national indicators published (monthly)
	Maximise the value of materials collected for recycling, including through Getting It Sorted Recycling Champions	<ul style="list-style-type: none"> Income from Extender Producer Responsibilities (annual – when introduced)
	Deliver our effective, self-funding Garden Waste collection service	<ul style="list-style-type: none"> RAG rating & PHB updates on current costs Customer satisfaction (annual)
	Deliver clean streets and public spaces as set out in the national code of practice	<ul style="list-style-type: none"> Keep Britain Tidy methodology for percentage of clean streets (monthly)
	Work with key stakeholders to deliver an effective waste partnership and update the Cambridgeshire and Peterborough Waste Strategy	<ul style="list-style-type: none"> RAG rating & PHB updates (including new details from Defra)
	Work with partners and the community on projects to improve the environment and streetscene	
	Use education, guidance and Council powers to fairly enforce environmental standards and tackle issues such as fly tipping, illegal parking, dog fouling, littering and antisocial behaviour	<ul style="list-style-type: none"> Current Service Level PI's & PHB updates (monthly)

	<p>Ensure well maintained open spaces by working with our grounds maintenance contractor.</p> <p>Supporting community groups such as Street Pride, In Bloom, Green Dog Walkers and Friends of Groups</p>	<ul style="list-style-type: none"> As per contract with Tivoli Current Service Level PI's & PHB updates (monthly)
	<p>Work with Town Councils and the community to provide local markets and market town events</p>	<ul style="list-style-type: none"> Current Service Level PI's & PHB updates (quarterly)
Work with partners to keep people safe in their neighbourhoods by reducing crime & antisocial behaviour and promoting social cohesion		
	<p>Manage the Community Safety Partnership to reduce crime, hate crime and anti-social behaviour</p>	<ul style="list-style-type: none"> RAG rating & PHB updates
	<p>Support the Fenland Diverse Communities Forum to deliver the Fenland-wide Community Cohesion Action Plan</p>	<ul style="list-style-type: none"> RAG rating & PHB updates
	<p>Deliver the Community Safety Grant Agreement with the Police and Crime Commissioner</p>	<ul style="list-style-type: none"> RAG rating & PHB updates
Priority	Sub priority	O&S Recommendation
Economy	Attract new businesses, jobs and opportunities whilst supporting our existing businesses	
	<p>Work with external stakeholders, local businesses and the Combined Authority to attract inward investment and establish new business opportunities</p>	<ul style="list-style-type: none"> Economic Growth Strategy & PHB updates
	<p>Provide responsive business support to encourage business growth, job diversity, skills development and increased grants</p>	<ul style="list-style-type: none"> Value grants funding

	Promote and develop our Business Premises at South Fens, The Boathouse and Light Industrial Estates to encourage investment, business development, job creation and skills diversification	<ul style="list-style-type: none"> • % occupancy of Business Premises estates (monthly).
	Promote and enable housing growth, economic growth and regeneration	
	Enable appropriate growth, development and infrastructure through delivering a proactive and effective Planning service	<ul style="list-style-type: none"> • Annual Monitoring Report (annual) & PHB update
	Drive forward the development and delivery of new homes and commercial space by using our surplus property and land assets to deliver sustainable economic and residential growth	<ul style="list-style-type: none"> • % of major planning applications determined in 13 weeks (monthly). • % of minor applications determined in 8 weeks (monthly). • % of other applications determined in 8 weeks (monthly).
	Identify and bid for external funding that aligns with and supports our housing, economic and growth objectives	<ul style="list-style-type: none"> • RAG rating & PHB updates (including projects applied for, rejected and projects on the 'shelf')
	Promote and lobby for infrastructure improvements	
	Promote sustainable road, rail and concessionary transport initiatives to improve access to employment and local services	<ul style="list-style-type: none"> • RAG rating & PHB updates
	Engage with the Combined Authority and Cambridgeshire County Council on the feasibility and delivery of major road and rail infrastructure projects	<ul style="list-style-type: none"> • RAG rating & PHB updates

	Work with the Combined Authority to influence how housing and infrastructure funding is used to stimulate housing development and economic growth in the district	<ul style="list-style-type: none"> • RAG rating & PHB updates
Priority	Sub priority	O&S Recommendation
Quality Organisation	Governance, Financial Control and Risk Management	
	Maintain robust and effective financial standards, internal controls and organisational management.	<ul style="list-style-type: none"> • Clean bill of health from external audit (annual) via PHB update
	Comply with data protection and General Data Protection Regulation requirements.	<ul style="list-style-type: none"> • Data breaches reported to the ICO (annual) via PHB update
Transformation and Efficiency		
	Sustainably deliver required savings whilst pursuing transformation and commercialisation opportunities to ensure the organisation is fit for the future.	<ul style="list-style-type: none"> • Achievements against transformation project objectives via PHB updates
	Engage with the Combined Authority's Public Service Reform agenda.	<ul style="list-style-type: none"> • RAG rating & PHB updates
Performance Management		
	Set relevant and robust performance targets to ensure the effective delivery of Business Plan priorities.	<ul style="list-style-type: none"> • Covered by all Corporate Performance Indicators via PHB updates
	Report regularly on service performance to the Corporate Management Team, Councillors and the public.	<ul style="list-style-type: none"> • Covered by all Corporate Performance Indicators via PHB updates

Consultation and Engagement		
Appropriately consult with residents about our service and proposals as outlined in our Consultation Strategy.		<ul style="list-style-type: none"> Annual consultation plan to be coordinated and shared with key stakeholders, including Town & Parish Council's. Monthly updates via PHB.
Excellent Customer Service		
Maintain our Customer Service Excellence accreditation to ensure we continue to deliver the most effective service to our communities.		<ul style="list-style-type: none"> Customer Service Excellence report (annual). Update via PHB
Help residents to self-serve and access our services digitally to allow us to provide greater support for vulnerable customers and complex queries.		<ul style="list-style-type: none"> Total number of web hits and online forms (monthly). Number of online forms submitted via FDC Website (monthly).
Equalities		
Meet our Public Sector Equality duty by delivering the requirements of the 2010 Equality Act and 1998 Human Rights Act through our core service delivery and publication of a statutory Annual Equality Report.		<ul style="list-style-type: none"> Equality Report (annual). Update via PHB
Asset Management and Commercialisation		
Ensure our asset base is sustainable, suitable and fully utilised to maximise income opportunities and financial efficiencies.		<ul style="list-style-type: none"> Commercial Occupancy and Rent arrears (monthly).
Deliver our adopted Capital Programme in line with our Corporate Asset Management Plan to maintain the integrity and safety of our assets.		<ul style="list-style-type: none"> RAG status & PHB updates
Work jointly with public, private and third sector partners to improve access to our services, including from co-located facilities.		<ul style="list-style-type: none"> RAG status & PHB updates

	Continue with our Commercial Investment Strategy to make informed decisions about the purchase and management of property assets through Fenland Future Limited.	<ul style="list-style-type: none"> Measured by MTFS progress & PHB updates
	Workforce Development	
	Equip our workforce with the right skills to effectively deliver our priorities.	<ul style="list-style-type: none"> CSE accreditation in workforce development sections (annual) & PHB updates Number of apprenticeships (annual) & PHB updates
	Support and empower our staff to make effective decisions.	<ul style="list-style-type: none"> Staff survey (bi-annual) & PHB updates
	Enforcement	
	Use a fair and proportionate approach to improve living, working and environmental standards as set out in our Enforcement Policies.	<ul style="list-style-type: none"> Number of enforcement cases satisfactory resolved via PHB updates
	Health and Safety	
	Maintain effective Health and Safety systems to comply with relevant legislation and local requirements.	<ul style="list-style-type: none"> Health and Safety Report (annual) & PHB updates Audit and Risk Report (annual) & PHB updates
	Deliver all aspects of the Council's Health and Safety action plan to ensure the safety and wellbeing of our workforce, partners and wider community.	<ul style="list-style-type: none"> As above