

Cabinet and Corporate Management Team

Portfolio Holder Briefing Report

February 2020
(For performance up to December 2019)

Cabinet Members



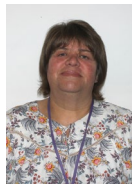
**Councillor
Chris Boden**

Leader of the Council
& Portfolio Holder for
Finance



**Councillor
Ian Benney**

Portfolio Holder for
Economic Growth



**Councillor
Sam Clark**

Portfolio Holder for
Social Housing &
Leisure



**Councillor
Susan Wallwork**

Portfolio Holder for
Communities



**Councillor
Mrs Jan French**

Deputy Leader of the
Council



**Councillor
Miss Sam Hoy**

Portfolio Holder for
Housing



**Councillor
Mrs Dee Laws**

Portfolio Holder for
Planning



**Councillor
Peter Murphy**

Portfolio Holder for
Environment



**Councillor
Chris Seaton**

Portfolio Holder for
Social Mobility &
Heritage



**Councillor Steve
Tierney**

Portfolio Holder for
Transformation &
Communication

Communities

Projects from Business Plan:

Leisure Update (Cllr Sam Clark)

Freedom Leisure officially launched the new Hudson Leisure facilities and new gym equipment at the other three centres on 1 February. This work represents a £1.6m joint investment in facilities for our communities and is expected to encourage more people into the leisure centres every day.

Councillor Clark invited elected members to the events at all centres to see the work that has been undertaken. Jordan Gill, Chatteris' successful boxer also attended. Freedom, Fenland and Jordan will be promoting a Foundation that he is setting up to encourage young people to become more active and support their confidence in the future.

The investment in the centres is reflected in the increasing membership numbers, as well as the high customer satisfaction ratings that Freedom are achieving.

December signalled the completion of year one of the Freedom 15-year contract. All sites have completed a successful new gym-kit installation with Hudson LC also benefitting from substantial investment in much of the facility. Public reaction has been positive during the improvement works – the projects were handled sympathetically, closures (if required) were kept to a minimum and staff enthusiasm and buy-in for the improvements is evident

Memberships (individuals with pre-paid arrangements with the centres) shows a healthy growth from September to the end of December of 2.1%.

December is traditionally the month where membership numbers can go down as the 1.5% drop from November shows but the provisional figures for part-way through January already show a 4.5% growth on the previous month.

Figures below show member totals to the end of December (mid-January)

Live members	30/09	31/10	30/11	31/12	(15/01)
Hudson	1998	2105	2254	2285	2419
Chatteris	840	820	842	813	852
Manor	2159	2182	2171	2100	2186
George Campbell	2240	2207	2231	2193	2266
Total	7237	7314	7498	7391	7723

Customer Feedback (Net Promoter Score)

This asks two simple questions : a) Score us from 0-10 and b) Why?
This produces a score in the range -100 to + 100

Industry Average = 31

Freedom Average = 32
Current Fenland Average = 56

NPS Score	31/07	30/11
Hudson	27	67
Chatteris	44	58
Manor	39	53
George Campbell	27	48
Average	34.2	56.5

Repair and maintenance issues continue to surface with on-going shower problems at Hudson, a water quality issue at the same site, changing room provision at George Campbell and sporadic leaks in the heavy rains of December. These are not unique to Freedom or any busy leisure operator and, with the exception of the Hudson showers which have taken longer than expected to fix, the problems have been dealt with effectively with minimal public inconvenience.

Health & Wellbeing Strategy / Working in Partnership (Cllr Susan Wallwork)

The joint Cambridgeshire and Peterborough Health and Wellbeing sub-committee met in November to consider the Best Start in Life Strategy 2019-24. The sub-committee endorsed the strategy which is a 5 year strategy which aims to improve life chances of children (prebirth to 5 years) in Cambridgeshire and Peterborough by addressing inequalities, narrowing the gap in attainment and improving outcomes for all children, including disadvantaged children and families. The Children's Health and Wellbeing Executive Board will monitor progress of the strategy.

The Best Start in Life strategy focusses on three key outcomes which represent the ambition for children in Cambridgeshire and Peterborough:

- Children live healthy lives
- Children are safe from harm
- Children are confident and resilient with an aptitude and enthusiasm for learning

Papers from the meeting are here:

https://cambridgeshire.cmis.uk.com/ccc_live/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1312/Committee/58/Default.aspx

Active Fenland Update (Cllr Sam Clark)

Active Fenland projects continue to run on profile with attendees and sessions on target.

The Controlling Migration Fund project ends in March 2020. Should any further funding be available FDC will bid to try and extend this project.

The agreement with Cambridgeshire County Council for the Let's Get Moving programme also ends shortly – in June 2020. CCC has decided to carry out a formal procurement programme as they wish to continue Let's Get moving. FDC is part of a consortium of District Councils, Vivacity (Peterborough Leisure Charity) and Living Sport (County Sports Network) who are bidding for the opportunity to manage the project. Should our consortium be unsuccessful, Let's Get Moving will continue in Fenland, albeit under a different supplier.

The Sports Development Manager has submitted joint bid with Vivacity and South Holland Council to the Dept. for Education for around £190k to run holiday hunger and physical activity sessions in the three partner's areas. If successful, the bid will fund Summer Holiday 2020 sessions.



June 2015 to December 2019



10,627

Sessions ran across the region, from athletics to yoga



£821,578

Funding awarded over 5 years and invested into our communities



256,868

Visits to our sessions, helping people across the region live a healthier life

"I genuinely believe that this individual progress for myself and my family, and the positive impact on the wider community, wouldn't have happened if Lauren hadn't had the foresight to approach me in the first place about setting up that monthly group at Hudson.

It's down to her continual positivity and encouragement that the group has gone from strength to strength, and even though she's no longer directly involved with organising the sessions, she frequently checks in with me to ensure that I'm happy with how things are going and to see if there's anything she can do to help.

Her willingness to help and support in every which way possible is just one of the characteristics which marks her out as going 'above and beyond' for the community which she happily serves."

Rebecca Griffiths - Home education mum and session volunteer

"I can't express adequately just how much of an influence Lauren has had in me from the very start and her enthusiasm has spurred me on to help provide a real service to the community that has now become self-sufficient and will continue as a legacy long after these projects finish. She has been amazing and continues to be so. The sheer number of people that have benefited from Lauren's time leading these projects speaks for itself. It's an amazing achievement and she deserves all the plaudits and recognition."

Gary Bligh - Running coach

"I would just like to take the opportunity to thank Fenland District Council for organising the free ten week Tai Chi Lessons. I have since continued with the Tai Chi as has my Husband albeit on an intermittent basis, and cannot express enough how this has positively impacted on our lives, not just physically but also mentally. To the point that having been on anti-depressants for most my adult life I am now no longer taking them. Obviously this has been under supervision.

I have always been aware of the benefits of physical exercise, but have failed to find any exercise that I have enjoyed. Being given the opportunity to try Tai Chi has quite literally changed my life for the better. This has been augmented by the coaching by the wonderful instructor Jason, who is so obviously passionate about Tai Chi you cannot help but be infected by his enthusiasm and knowledge and above all patience."

Tai Chi participant

Other Projects:

Trailblazer Project Update (Cllr Sam Hoy)

The work of early homeless prevention across the Fenland-led Trailblazer project continues to make a valuable difference to people's lives and wellbeing within Cambridgeshire and Peterborough.

Since the start of the project in August 2017, there have been over 1,200 referrals to the service. Fenland has consistently had the highest level of referrals, over 600 between April and November 2019, from individuals and partner agencies requesting help to prevent families and individuals from becoming homeless.

The Trailblazer team is working with social and private sector landlords to prevent homelessness including the use of mediation, debt advice and financial advice.

The focus for 2020/21 (funding secured to September 2020) will be:

- Develop partnership protocols. For example hospital discharge, mental health patients and 16/17 year olds, for the Cambridgeshire and Peterborough area to enable more effective processes to identify and assist those at risk of homelessness early.
- Workforce development across the system to train non homeless employees the signs of housing insecurity and how to get help early.
- Continued work with partners to identify and assist clients at risk of homelessness before 56 days.

Rough Sleeping Update (Cllr Sam Hoy)

The Council continues to work effectively with partners to deliver the government funded Rough Sleeper Initiative via the delivery of the Hub with Ferry Project and Outreach Service delivered by CGL funded by the Controlling Migration fund (CMF).

Outcomes so far include:

- 158 Clients registered with the Hub
- 39 clients have been assisted with therapeutic interventions such as counselling and Mental health assessments
- 38 Supported into Hostel services
- 54 Supported into Night services
- 2 Reconnected to Romania
- 6 Supported into work and accommodation

- 10 prevented from being homeless

All clients have opportunity to access Community Locally Led Development fund and Building Better Opportunities which offer help with Training and employability.

The Hub has supported clients in opening Bank accounts, benefit claims, Prescription medication, registering with GP's, organising patient transport, and hand holding where required to appointments such as doctors, Opticians, DWP, providing phones to allow clients to enter in work as often Employers need this to text shift times.

Supporting to access Drug and Alcohol services.

A Housing First model (to provide intensive support) has been implemented in partnership with the Council, Ferry Project, CCC learning Disability team, Cambs CC Contracts Team and Anglia Revenues Partnership (ARP). The trial is exceeding expectations with a client in very high need of support and early outcomes have been extremely encouraging.

The outreach service operated by CGL (funded via CMF – Controlling Migration fund) has achieved the following:

- 29 people prevented from rough sleeping – including referrals to ferry Project
- housed in private rented sector
- tenancies sustained through rent in advance
- getting people in to work
- 40 settled status claims achieved

Fenland District Council has successfully secured a further Rough Sleeping Initiative grant from the Ministry of Housing, Communities and Local Government (MHCLG) to continue services helping to tackle homelessness across the district.

The funding will be used by the Council, partner agencies and third sector providers to help vulnerable rough sleepers get the support they need to leave the streets for good. This includes street-based outreach services, emergency accommodation and specialist support to help them rebuild their lives.

The funding will be used to continue the following services until the end of March 2021:

- Homeless day HUB – run by the Ferry Project, the HUB is open seven days a week providing specialist support for all rough sleepers in Fenland, including help with finding accommodation, work and training, mental health support, help with debts and benefits, as well as homelessness prevention advice.
- Outreach service – run by CGL (Change, Grow, Live), the outreach service locates people sleeping rough and engages with them, providing bespoke help and support relevant to their individual needs.
- Rough sleeper co-ordinator post – covering the whole of Fenland, this post co-ordinates actions for rough sleepers to prevent duplication between organisations
- An additional four beds at the Ferry Project's emergency Night Shelter

Empty Homes Update (Cllr Sam Hoy)

The Empty Homes Officer commenced work on the 25th November. Intelligence has been gathered from various data sources and where possible the officer has made contact with owners via email or telephone. For those who we cannot call letters will be sent. There will be a three stage letter approach sent over a period of 6-12 weeks. If owners fail to make contact after the third letter then evidence will be gathered and action taken to bring the property back into use. There are a number of types of action which are currently being explored. The primary focus at the moment is to make contact with homes that have been empty for over 2yrs. Then those properties which have been empty for 6 months or over will be contacted. The focus initially will be to understand from every home owner who has an empty property why that is the case and to then work with that home owner to bring the property back into use.

The Officer has visited Suffolk and Peterborough Council's to meet with their Empty Homes Officer, gaining useful information and best practice; providing links to support their ongoing work and ideas for moving the process forward.

The officer is currently working from the data provided by ARP in November 2019.

Empty Properties :- Data received from ARP November 2019	Total
6mths Plus	305
2yrs Plus	102

Future updates will highlight the number of properties brought back into use.

Private Sector Housing Enforcement (Cllr Sam Hoy)

The Council has undertaken 58 positive interventions in response to new requests for service for Houses in Multiple Occupation (HMOs) across the district.

The Council has also investigated 159 complaints from tenants occupying privately rented accommodation in the same period. Council officers intervened to remove Category 1 hazards (serious faults) and Category 2 hazards (less serious faults) from properties to make them safe for the residents.

The geographical spread is as follows:

Town	HMOs investigated	Privately Rented Homes
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		investigated
Wisbech	46	71
March	5	33
Chatteris	6	10
Whittlesey	1	22
Villages	0	23

We have a new focus on enforcement from 11 September 2019:

Private Sector Housing enforcement 11 September 2019 – 19 December 2019

	Numbers since September 11th	Raised charge total	Income received
Notice / Prosecution	0	0	0
Improvement Notice	18	4,080	720
Prohibition	0	0	0
CPN (Intent)	12	52,200	n/a
CPN (Final)	7	16,353	0
Other	0	0	0
HMO applications	20 (57 in total)	n/a	15,000 (42,750)

Points to note:

Civil Penalties Notices (CPNs) are an alternative to prosecution. Intents to serve are initially sent to offenders who are asked to provide their representations in their defence. The case is then reviewed by the Council with notice and fine either upheld, reduced or revoked. Subject to that process a Final Civil Penalty Notice is served. The defendant then has the opportunity if they wish to appeal against the Council's decision to the Residential Property Tribunal who will make any final decision.

In the pipeline:

- 4 properties for improvement notices
- 1 prohibition order for undersize HMO room
- 2 properties for CPN (intent) for failure to comply with improvement notices
- 3 properties for CPN (intent) for failure to comply with HMO management regulations

Pride In Fenland Awards (Cllr Susan Wallwork)

Publicity has started for the 2020 Pride In Fenland Awards which is due to take place on 18th March 2020 at Wisbech St Mary Sports and Community Centre. This is a great opportunity to celebrate the unsung heroes and heroines in our Communities.

Nomination categories are as follows:

- Volunteer in the Community
- Sports in the Community (sponsored by Freedom Leisure)
- Group, Club, Organisation or Charity benefitting the Community
- Young Person in the Community
- Special Judges Award

Forms can be found on the Fenland Citizen and Fenland District Council Websites by searching Pride In Fenland and the closing date for nominations is 5pm on Monday 17th February 2020.

Members are encouraged to get the word out in your communities to encourage nominations to be sent in.

Wisbech 2020 Update (Cllr Chris Boden)

A meeting of the Wisbech 2020 Vision Core Vision Group has been arranged for Friday 21 February. The next steps in relation to Wisbech 2020 Vision and other Wisbech projects will be discussed.

Corona Virus Update (Cllr Susan Wallwork, Cllr Sam Hoy, Cllr Ian Benney, Cllr Steve Tierney)

In response to the current Corona Virus outbreak in China, the Local Resilience Forum is holding weekly teleconferences where information is shared and local issues or concerns can be raised. The meetings are chaired by Liz Robin, Director of Public Health, and partners in attendance include; Local Councils, Police, Fire Service, Ambulance Service, Public Health England, Health Services, Foundation Trusts, Red Cross, Health Service Commissioners, NHS.

As Fenland has two inland ports which are classed as 'gateways' officers are in regular contact with port managers at both sites in order to cascade information and assist with queries. Current actions include displaying health information and ensuring rest areas are risk assessed to ensure anyone showing symptoms are provided with the correct information and access to services. Shipping agents have been requested by the Harbour Office to obtain a health/medical declaration from any vessel master prior to entry into either of the Nene ports.

Current situation nationally:

A nationally led UK-wide public information campaign has been launched to advise the public on how to slow the spread of coronavirus and reduce the impact on NHS services.

Additional links below have also been shared within the CPLRF.

<https://www.gov.uk/government/organisations/public-health-england>

<https://www.gov.uk/government/organisations/department-of-health-and-social-care>

<https://www.who.int/emergencies/diseases/novel-coronavirus-2019>

<https://www.gov.uk/guidance/wuhan-novel-coronavirus-information-for-the-public>

EU Settlement Scheme Update (Cllr Chris Boden)

What is the EU Settlement Scheme?

If people are an EU citizen and want to stay in the UK beyond 30 June 2021, they and members of their family will need to apply to the Home Office EU Settlement Scheme to enable them to do so.

Gaining settled or pre-settled status under the EU Settlement Scheme allows people to continue to live, work and study here in the UK. In reality it means that they will continue to be eligible for:

- Access to public services, such as healthcare and schools;
- Public funds and pensions.

To apply,

- They will need to be an EU citizen or a non-EU family member of an EU citizen;
- They will need to be living in the UK by 30 June 2021.

People who have been living in the UK for more than five continuous years at the point when they apply then they will be eligible for **settled status**. If they have been a resident for less than five continuous years at that point, they will be eligible for **pre-settled status**. They can convert this status to settled status after they have been in the UK for 5 years. If someone is an Irish citizen they already have indefinite leave to remain.

The Home Office reinstated its media campaign to promote this scheme on the 10th February 2020, and they will be speaking to communications teams in each area to coordinate/ascertain what local needs and support would be appropriate.

The Home Office have produced district by district statistics to show the number of people applying for settled/ pre-settled status and up to and including 31st December 2019: **7,320** have applied to the EUSS scheme in Fenland. Broken down by age 1,030 people who applied are under 18; 6,170 who applied are aged 18- 64 and 120 people who applied were over 65. They will be updating this information quarterly and will be

giving indicative update figures on a monthly basis.

Key PIs:

Key PI	Description	Baseline	Target 19/20	Cumulative Performance	Variance (RAG)
ARP1	Council tax support – days to process new claims and changes	8 days	8 days	6.7	
ARP2	Housing benefit – days to process new claims and changes	8 days	8 days	6.2	
CELP1	Total number of private rented homes where positive action has been taken to address safety and cohesion issues	N/A	200	217	
CELP2	Number of households prevented from becoming homeless	315	200	257	
CELP3	Number of homes adapted to assist vulnerable disabled residents to remain in their home	130	130	105	
CELP4	Number of people who attend the Golden Age events (as per event)	300	200	298	
CELP5	Customer satisfaction with Golden Age events (as per event)	100%	90%	100%	
CELP6	% of those asked who are satisfied with FDC's leisure centres (quarterly)	32	40	56	
CELP7	Grant income achieved by the Active Fenland Team	N/A	N/A	£201,785	
CELP8	Number of attendees at Active Fenland events	N/A	N/A	13,481	

Comments

CELP4 – Next Golden Age event due on 11th February in Walsoken

Environment

Projects from Business Plan:

Four Seasons Events (Cllr Peter Murphy)

The events team wrapped up the year with two large Christmas events. Starting with March Christmas Market at the beginning of December and followed shortly after by Wisbech Christmas Fayre. A record number of stalls booked to attend March this year which attracted 5,000 shoppers into the town centre. Wisbech committee also expanded their event with a number of new attractions, including a Ferris wheel and £1,000 sponsorship from Vodafone.

We are looking forward to supporting the committees and growing the events even further in 2020. Objectives include attracting external funding and securing headline acts to develop the Council's cultural offering.

Open Spaces and Grounds Maintenance Contract Update (Cllr Peter Murphy)

The quietest time of the year for the Grounds maintenance contract but a period where outstanding work can be tidied up and preparations put in place for the new mowing season (March 2020). Staff numbers are halved to 8 from November to February but work takes place on shrubs, hedges, and tree issues whilst equipment is being readied for the new season

The new skate park at West End (March) completed on time and is proving extremely popular. Similarly, Wenny Rec play area, despite the wet underfoot conditions, has become a better attraction since its November opening

Shared CCTV Service Update (Cllr Susan Wallwork)

The upgrading of the 71 public space CCTV cameras across the district with new digital cameras as well as replacing the recording system with new digital network servers is almost complete with only a small number of cameras left to replace. The new cameras have provided the shared service control room with much improved images for the Fenland cameras as well as improved night-time visibility in general from our CCTV network.

The Fens CCTV control room closed on the 6th January 2020 with the new shared service going live from the 1st January 2020. The staffing restructure for the new shared service is now complete.

The shared service delivers a circa 55k saving with a commitment to drive new income streams via a more commercial approach to CCTV delivery – this will be a focus during 2020/21. An official opening of the new control room is planned for February 2020.

Future High Streets Fund (Cllrs Ian Benney and Chris Seaton)

The draft business case has been submitted to MHCLG.

A Cabinet and March Member workshop was held on 5th December to ensure that member views and comments were included in the bid and that they are kept up to date with progress. A further Member workshop will be arranged for March 2020.

A report was also be tabled at the Cabinet meeting on 9th January 2020.

Feedback on the draft business case is expected from MHCLG during February/ March 2020, and the full business case will be submitted by the deadline of 30th April 2020. Results are expected in the summer.

Wisbech High Street Project (Cllr Chris Seaton)

The Gap – 24 High Street

Rear building: Demolition works are currently underway and are hoped to be completed during February. Due to the way the derelict structure is tied into existing structures on two sides (including a listed building) this demolition work needs to be undertaken carefully with support from a structural engineer.

11-12 High Street

The project is awaiting the return of tenders by the developer before being in a position to formally request funding from the National Lottery Heritage Fund. This is expected during February/March, as is the signing of the build lease. The developer plans to commence demolition works in February 2020 and we have obtained NLHF consent for this.

13-17 High Street

We understand the access issues have now been resolved and a start date is expected from the applicant once the tender has been revised.

Other Properties

The project is currently working with owners and tenants of a further 6 properties who are in the process of applying for a grant for building improvements. All of these are historic properties and two are listed buildings. With a grant of 65% available to assist with the repairs, the owners/tenants are in the process of gathering quotes, applying

for statutory consents where applicable and completing their applications.

Although grant uptake remains a challenge as there are many still not engaging in discussions and some still considering the long term future of their buildings and leases, we continue to actively encourage and remind occupiers and the owners of the availability of funds. The Town Heritage officer is working closely with Conservation Officers to make contact with owners who could be at risk of enforcement action in the future. This may encourage discussions about grant applications while the funding is still available.

Activity Plan:

Due to the busy Christmas period there were no activities or events delivered during December or January however there are several in the planning to be delivered during 2020. The next event is an exhibition on old Wisbech shops which will run for two weeks in February. The exhibition ends with a talk on Shopping in the 18th and 19th Centuries on Saturday 29th February.



"Are You Being Served? Shops and Shopping in the 18th and 19th Centuries"
- by Dr Phillippa Mapes

A Free talk at the Wisbech & Fenland Museum
Saturday 29th February, 1pm
(no need to book)



The Wisbech Shops Exhibition also runs
from 15th - 29th February 2020
A free exhibition of photographs and artefacts from
some of the towns best loved shops

Part of a series of free talks organised and funded by the Wisbech High Street Project
www.highstreetwisbech.org.uk



Street Lighting (Cllr Jan French)

An order has now been placed for the replacement of the FDC category two defective street lights. The works shall be undertaken in two sequential phases, with

the first phase being aimed at replacing assets which are structurally defective or end of life and are not of an ornate nature. The second phase shall focus on those assets which have a low estimated remaining life or are ornate and require site specific lighting design.

It is anticipated that works will commence at the end of February following the delivery of associated materials and be completed in May 2020.

FDC Car Park Maintenance (Cllr Peter Murphy)

The Capital improvement and refurbishment works to Church Terrace Car Park, Wisbech commenced in September and were completed in December. The tendered works were undertaken in three stages and incorporated resurfacing and relining along with drainage and signage improvements in addition to car park lighting upgrade works.

The works were delivered within the capital budget allocation and will help reduce FDC's maintenance liability on the annual revenue budget over the coming years. The completed works provides users with a safer and more aesthetically pleasing facility whilst the new LED lighting benefits CCTV camera operators with night time surveillance.

The new ornate replacement LED lighting incorporates the very latest LED blue light filter technology and is the first installation of its type to be installed in the UK. This is likely to generate a great deal of interest within the lighting industry and will help to put Fenland on the map as a forward thinking innovative authority.

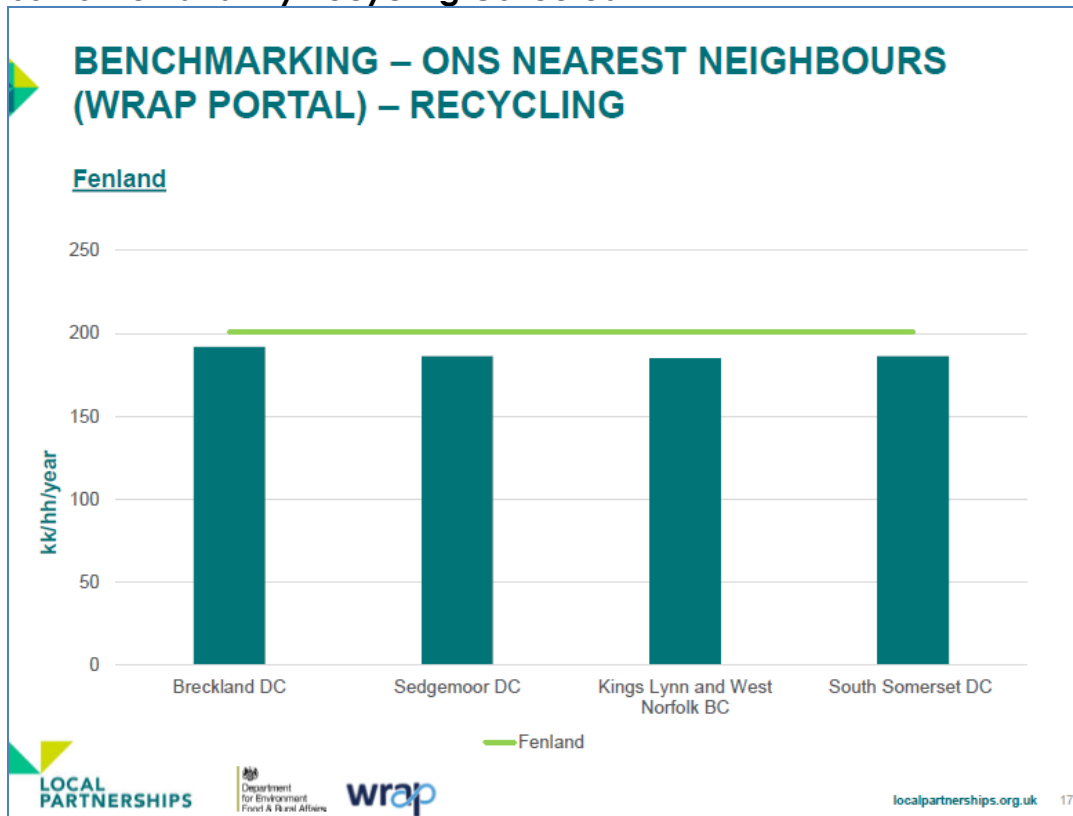
All of the essential improvements ensure that FDC's public parking facilities remain safe and operational for users and visitors alike whilst continually improving the Councils assets.

Other Projects:

Recycling Improvement Plan Update (Cllr Peter Murphy)

Overall, Fenland customers have a good track record for recycling and we know that the performance of this service is above that of other similar authorities.

Comparison of Fenland Dry Recycling Collected



Using the Office of National Statistic (ONS) information, WRAP (www.wrap.org.uk) has compared Fenland collected dry recycling in kilogrammes per household per year and we exceed that of comparable authorities. Even so, there still remains more that can be done to improve recycling across Fenland.

Collected Household Waste Blue Bin Recycling to December 2019

	April – Dec 2019
Dry Recycling (Blue bin and bring banks)	6,437
Residual Waste (Green bin)	16,958
Dry Recycling % of waste	28%

From initial figures, within the first 3 quarters of the 2019/20 financial year we have had 6,437 tonnes of suitable recycling generated from the materials collected. From the 6,947 tonnes collected, our contractor reports that 90.2% was suitable for recycling.

Waste Analysis

This year, for the first time in many years, a countywide analysis of customer's residual waste bins (as performed by the Recap waste partnership across the Cambridgeshire and Peterborough area) shows that whilst customers are recycling well, there are specific areas where opportunities still exist for all the authorities to increase the amount of recycling.

Information from a sample of Fenland customers shows that customers are recycling more than three quarters of the materials available overall, although customers could do more to recycle their cans, cardboard and plastics. This information will be used to frame the future action plan for Fenland and the Recap Partnership.

Overall Fenland Recycling

April – November 2019	Collected Waste	HWRCs in Fenland	Total
Recycling and Composting	11,799	9,410	21,209
Residual Waste	15,057	2,916	17,973
Recycling % of waste	44%	76%	54%

The overall recycling rate for household waste in Fenland from collected waste and household waste recycling sites, from confirmed data to the end of November, was 54% and supports the business plan target to deliver more than 50% for Cambridgeshire.

Fenland customers using their blue bins, along with the materials recycled at Fenland household waste recycling sites (HWRCs) and through the Fenland Garden Waste Service all contribute towards this total.

Getting it Sorted Volunteers Update (Cllr Peter Murphy)

It's been a good year for the Getting it Sorted Volunteers and since April they have developed **11** new trained recycling champions, created their own Facebook page and website, they have attended events, provided support and training along with promoting recycling and the local environment.

There are currently **31** trained Recycling Champions ready to run their own events and education opportunities with new volunteers coming forward to join in. As a result of finding employment or moving away, 10 Volunteers have left the team during the year. Volunteers have attended and supported **84** events for all ages, including nursery schools, WI meetings, Scouts and Guides, and volunteered a total of **1,438** hours so far this year.

The volunteers have developed a Facebook page and share what they have been up to including recycling tips and information www.facebook.com/gettingitsortedvolunteers. So far posts has a reach of **42,753**

views between April and December. Following the promotion of recycling sacks by the volunteers, **1,206** customers have ordered extra for their recycling so far this year.

Through wind turbine Section 106 funding the volunteers have developed a website (www.gettingitsorted.org) where customers can see what can be recycled in Fenland. This multi-lingual website shows how to recycle a range of materials and, what to put in your blue bin, what to take to the tip or recycle back at the shop. Launched as a trial site earlier this month, it has already received enthusiastic reviews from customers.

The volunteers also developed their own comprehensive leaflet based on the questions they were being asked at events.

https://www.fenland.gov.uk/media/9073/What-goes-in-my-blue-bin/pdf/Waste_and_Recycling_Leaflet.pdf. This is now in regular use by the volunteers along with the Environmental Services and other teams.

As a result of all their promotions, the team have developed a network of almost **1,000** customers registered as part of the Getting it Sorted Volunteer network who commit to encouraging others to recycle more and receive the Getting it Sorted Volunteers e-newsletter written by the volunteers on a regular basis. Take the pledge online here <https://www.surveymonkey.co.uk/r/GettingitsortedPledge> to receive a pack and the e-newsletter.

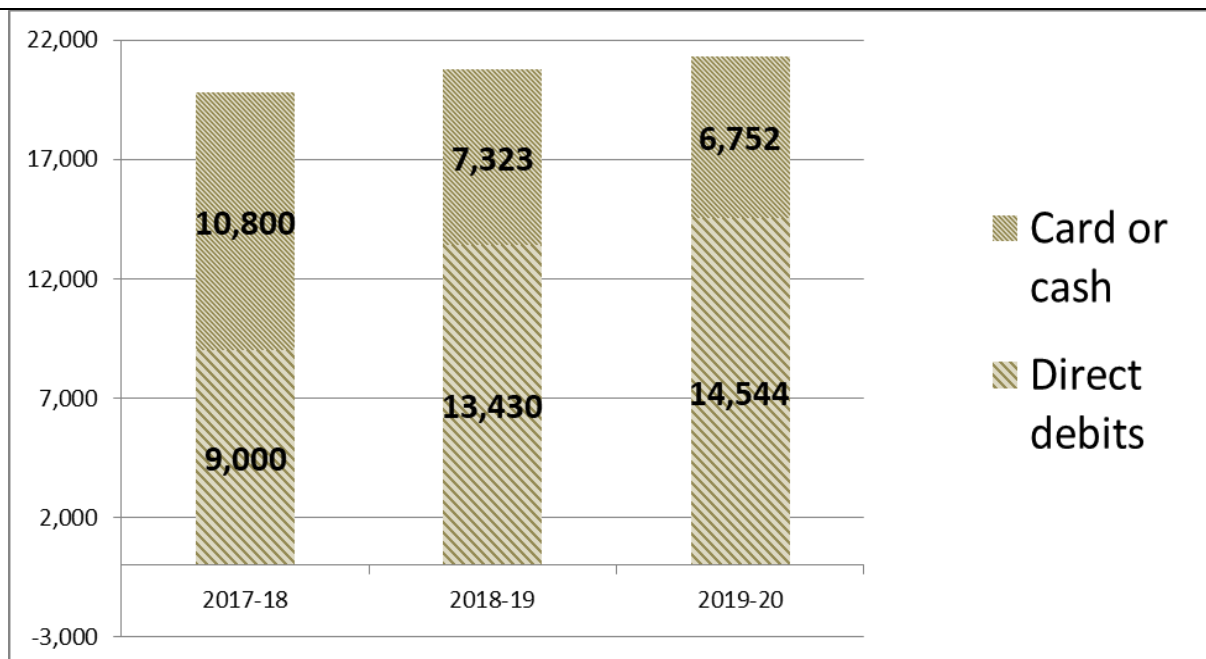
The Fenland recycling webpages including the volunteers page (www.fenland.gov.uk/volunteers) have attracted a lot of attention and has been visited **5,994** times since April and posts on the Fenland District Council Social Media pages have a reach of **104,557** views.

The further development of the Getting it Sorted Volunteers, and this type of community resilience, forms a key element of the Council's business plan and the recycling action plan for 2020.

Garden Waste Service Update (Cllr Peter Murphy)

The Fenland Garden Waste service is about to enter a fourth year from April 2020. Subscription levels continue to increase each year with almost 21,300 subscriptions in this current year.

Garden Waste Subscription Levels 2017-2019



The increasing levels of subscriptions year on year have meant the service remains self-funding and has allowed the Council to freeze the fee for a further year at £36 for direct debit (in advance) and £40 for cash or card.

Ready for the fourth year, the communications for the 2020 season are in place and progressing well.

The communications follow the successful format of previous years; with bin tags, bespoke webpages, shop leaflets, parish news adverts along with letters directly to existing cash/card subscribers.

New subscriptions will start being dispatched early in 2020 and, if they wish, customers can put their sticker straight on their brown bin.

During March, the Summer Collection Calendar is delivered to all properties across Fenland with details of the Easter and summer collection arrangements, along with a reminder to those that have yet to subscribe.

Whilst our communication are aimed at encouraging customers to sign up early, as in previous years there will be tags placed on any unsubscribed garden waste bins presented from April. The new subscription year starts on Wednesday, 1 April 2020.

Steve Tierney)

A Recap commissioned waste analysis across Cambridgeshire and Peterborough was reported to the most recent Recap Board meeting and the results will be used to set the communication priorities for the partnership as well as inform future strategy.

The winners of the Recap summer children's competition in cooperation with local libraries were announced and the winner supported to create their own video with their classmates to promote recycling. This engaging video, created by the winning children, can be seen here - <https://www.youtube.com/watch?v=-dZvhZhUN7w>

The Government's information on the Resources and Waste Strategy for England proposes changes to domestic and business recycling collections over coming years. We anticipate the second round of consultation from Defra very soon to help to define the nature of future domestic and business waste and recycling collections.

In line with this, the Cambridgeshire and Peterborough waste authorities (Recap) have in place a contract for the sorting, transport and onward sale of blue bin recycling materials until at least November 2022, with 2 further years as options. This will allow time for the required decision making within the Recap partnership, and for implementing any resultant changes required by changes in legislation and government guidance.

Environmental Enforcement Update (Cllr Peter Murphy)

Street Scene enforcement - Actions to December 19

Location	Enforcement Action
March	12 Parking FPNs issued (March Market Place)
Whittlesey	1 Littering FPN
Total	13 actions

All FPNs issued have been paid.

Kingdom enforcement

Location	Fixed Penalty Notices served
March	1 for littering
Wisbech	2 for littering
Whittlesey	1 for littering
Chatteris	2 for littering
Total	6

Prosecutions

During this time frame there has been 4 individuals found guilty for littering. All were fined a total of £448.50 at Peterborough Magistrates Court.
A further individual paid their original FPN prior to their court date so were not prosecuted.

The total number of fly tipping instances recorded for December 2019 is 122

This, broken down into areas, is as follows:

Chatteris –5
March –22
Whittlesey – 8
Wisbech – 38
Villages – 49
Total – 122

The majority of the fly tipping was household related with 74 instances, 18 were vehicle related and 9 of electrical and commercial waste. A number of these instances are being further investigated.

Kingdom concluded their association with us on 31st January 2020 and Cabinet Members have asked officers to work up a proposal for an in house service.

Community Safety Partnership Update (Cllr Susan Wallwork)

Current focus for Community Safety Partnership :

- Preventative work that has been identified to date includes the need to deliver workforce development for frontline staff/volunteers relating to 'harm reduction linked to substance abuse' in particular drug misuse. This is being delivered in partnership with the Drug and Alcohol Team in the Public Health and Change Grow Live.
- Working with Cambridgeshire Constabulary we are also coordinating a training session for 3rd party reporting centres for hate crime.
- There is expected to be some future activity linked to Organised Crime and Modern Day Slavery when the analytical work has been completed (expected February 2020). This will no doubt build upon the successful work of Operation Pheasant.
- The second CSP newsletter was published late in December 2019. The newsletter has been circulated to all district elected members and town and parish councils. Hard copies have been made available at the town libraries and it is also available on the Community Safety Partnership web page of the Council website.
- There are four planned community engagement events during the first quarter of this year and the subjects being covered include Loan Sharks, Substance Abuse and Cybercrime & Scams.

- Further exploration is underway to look at Fenland specific work streams to tackle Child Exploitation. This will include workforce development and how to complete a risk matrix.
- The conclusion of a current Domestic Homicide Review is not expected to be concluded until the spring but is on schedule with the Home Office fully informed of progress.

Street Drinking Update (Cllr Susan Wallwork)

The Wisbech Street Drinking & Associated ASB Partnership Group had their most recent meeting on 20th December 2019. Data provided by police, CCTV and subsequently CGL outreach workers indicates a continued reduction of street drinking in Wisbech town centre.

However, the Councils street cleansing team has provided information relating to alcohol related litter and evidence of anti-social activity which has been shared to influence patrol activity by outreach workers, police and Streetscene staff.

The group are developing processes linked to education, diversion and enforcement with the intention of having all appropriate legal guidance and translated material available for the spring. The spring deadline being chosen as spring being recognised as the beginning of the peak period.

Key PIs:

Key PI	Description	Baseline	Target 19/20	Cumulative Performance	Variance (RAG)
CELP7	Rapid or Village Response requests actioned the same or next day	97%	90%	95%	
CELP8	% of inspected streets meeting our cleansing standards (including graffiti and flyposting)	99%	93%	99%	
CELP9	% of collected household waste – blue bin recycling (1 month in arrears)	28.3%	28%	28%	
CELP10	Customer satisfaction with refuse and recycling services (quarterly)	99%	90%	By year end	
CELP11	Customer satisfaction with our garden waste service (quarterly)	99%	85%	By year end	
CELP12	Number of Street Pride and Friends Of community environmental events supported	249	204	195	
CELP13	% of those asked who are satisfied with FDC's events (May, July, October, January)	100%	90%	97%	

Economy

Projects from Business Plan:

Growing Fenland Update (Cllr Ian Benney)

The final Growing Fenland reports have now been approved by each of the relevant Town Councils, FDC Cabinet and the CCC Communities & Partnership Committee. Following a discussion at the CPCA Board meeting on Wednesday 29 January 2020, where the Growing Fenland town plans received final approval, it was agreed that each of the towns in the Combined Authority area would bid for a funding pool, once all town masterplans had been received and approved by the CPCA. This will take place later on in the year and members will be kept informed of any further developments.

Local Plan Review (Cllr Dee Laws)

The consultation on the Issues & Options stage of the plan has recently finished (the consultation programme included four community events) and the team are in the process of logging all the responses and will then start to assess them, along with the sites that have been put forward for development.

We had over 100 people / organisations make comments and some 300 potential development sites suggested.

The viability assessment report has been recently received and this is being assessed prior to being shared with members.

The Member Working Group continues to meet every 4-6 weeks to review progress and provide input to the emerging plan.

The Water Cycle Study and Strategic Housing Market Assessment study have recently been commissioned and we are at tender stage for the Gypsy & Traveller Needs Assessment work.

All of these will form part of the evidence base for the local plan and will inform the policy content of the plan.

Other Projects:

Economic Growth Team Update (Cllr Ian Benney)

After an extensive recruitment process Officers are pleased to confirm that offers have been made and accepted for the posts of Economic Growth Manager & Business Account Manager.

It is anticipated that these Officers will take up their roles at the beginning of April and will begin to lay the foundations to deliver the Council's Economic Growth ambitions. As part of this work, the new team will develop a new Economic Growth Strategy, setting the future direction of Economic Growth in the District.

Skills Update (Cllr Chris Seaton)

The Environmental Services team has created links with pupils and staff at Meadowgate school. The school have had information about jobs at the Council and have been invited to visit and see the operation of refuse and cleansings services in the Spring.

Internally, the Council offers a range of apprenticeship qualifications out to our workforce, and are currently developing a wider apprenticeship offer to maximise apprentice posts being offered by the Council. We already have:

- 1 x HR Apprentice;
- 1 x Business Administration Apprentice (Business Centres);
- 3 x Management Apprenticeship;
- 1 x Accountancy Apprenticeship (Finance);
- 1x ICT Apprentice;
- 1 x GDPR Apprentice (Member Services);
- 2 x Planning Apprentice

In addition to this, we are actively seeking apprenticeship opportunities in a number of teams, such as Project Management, Leadership and Management.

Sail the Wash Partnership Update (Cllr Ian Benney)

The hydro surveys at Sutton Bridge have been completed, detailed design will happen in the New Year. The group looked at drawings produced by Fenland and it was thought that it might be risky to extend the pontoon so far out because of the proximity to the bridge. If it cannot be extended this far south, then the other option is

to do an infill to the north, but the existing moorings are a different size and height and would need new ones at an extra cost. LCC to make the decision on this. Fenland has no money to put into it.

For MMO application will include the infill in case we do that now or do that in the future. The MMO was submitted by Fenland (16th Dec 19).

Affordable Homes (Cllr Sam Hoy)

- 97 new affordable homes are on schedule to be completed this financial year.

Case study

1 of the completions followed extensive canvassing over a period of months from Officers to find a willing Registered Provider partner to take on an equity share in the fully adapted home of a Fenland resident with very complex disabilities.

Cambridgeshire Housing Society (CHS) provided the only positive response to our request for assistance and stepped in to prevent the vulnerable disabled person to lose the specially adapted home.

As a result of the ongoing efforts of both parties, CHS were granted Home Ownership for people with long term disabilities (HOLD) funding from Homes England which enabled them to enter into a shared ownership arrangement with our resident and keep them in their home that they would have otherwise been forced to leave.

Without CHS' involvement, the Council would have faced the very difficult task of finding appropriate re-housing to meet this resident's needs and the resident would have faced the distressing and daunting prospect of upheaval while already coping with significant health issues.

Great credit and thanks has been given to CHS to work creatively to find the best solution to this resident's unique and challenging housing needs.

Broad Concept Plans Update (Cllr Dee Laws)

Persimmon Homes expect to submit a BCP for the land at West March within the next 6 months and a planning application will follow thereafter. A meeting is in the process of being set up to invite neighbouring landowners to establish if they would be interested in 'joining' the proposed Persimmon development.

There is some developer interest in the housing site area of the South Wisbech BCP and officers are supporting this.

FDC's Strategic Landholdings & Surplus Asset Disposal Programme (Cllr Ian Benney)

A further five properties are being prepared for Auction in February. The disposal of these surplus assets will release sites that can be redeveloped and will remove or reduce the responsibilities associated with maintaining surplus sites.

Going forward, the surplus asset disposal programme will be reviewed in line with the emerging Commercial & Investment Strategy. Whereupon sites with development potential will be evaluated against a set of criteria which will assess whether such sites are likely to produce greater returns if they are developed by the Council.

Transport Update (Cllr Chris Seaton)

Hereward Community Rail Partnership (CRP)

In January 2020 the Hereward CRP secured community rail national accreditation from the Department for Transport. This means that we meet the national standard for delivering community rail projects and are also accredited to delivery community rail projects for others. In November 2018 the Department for Transport launched their new Community Rail Strategy title Connecting Communities. This strategy replaces the national designation status with a new accreditation process that is being phased in until March 2020.

Environmental Health inspection and business support programme (Cllr Sam Hoy)

During November and December 69 food premises inspected during reporting period by officers from both Fenland District Council and South Holland (South Holland are our current LA partner supporting with achieving the inspection programme for 2019/2020).

The ratings awarded for those businesses inspected that fall under the food hygiene rating scheme were as follows:

5 Rated	4 Rated	3 Rated	2 Rated	1 Rated	0 Rated
54	8	1	2	2	1

During December two food premises were closed voluntarily by the food business operators due to inspectors being satisfied there was an imminent risk to health. Both premises were allowed to open shortly afterward when the immediate risks were addressed.

Licensing Multi Agency Day of Action (Cllr Sam Clark)

The Council coordinates the Responsible Authority Officer group in Fenland. It helps capture intelligence relating to licensed premises and then agree which power and organisation is best to help resolve the concerns raised.

Part of the work includes Multi Agency days of action. The latest day of action took place in January. The action took place in Wisbech.

Enforcement officers carried out a number of raids on premises suspected of selling illegal tobacco and cigarettes following test purchases and intelligence received. Illicit cigarettes and tobacco worth over £10,000 were seized.

The operation was led by HMRC with Cambridgeshire County Council's Trading Standards, Police, Fire, officers from Fenland District Council (Licensing, Environmental Health, Housing and Street Scene) and sniffer dogs from Wagtail International.

In total, they seized over 30,000 cigarettes and over 4kg of hand rolling tobacco from four premises. The haul was a mixture of counterfeit and illegally imported goods, with a street value of more than £10,000. Investigations are ongoing following the seizures. With the help of sniffer dogs, they discovered the cigarettes and tobacco hidden away inside walls and draws, and a behind a safe.

Other related actions were picked up, for example Licensing compliance issues that are now being addressed.

Food Safety prosecution

The Council has successfully prosecuted the former owner of Georges Bar, High Street, March. The case was heard in Peterborough Magistrates where the former owner pleaded guilty to all charges under the Food Safety and Hygiene Regulations. The prosecution followed a history of poor Food Hygiene Rating scores where the Bar twice scored a '0'.

Standards on inspection last year were rated poor with serious issues related to cleanliness, poor temperature control, risks of cross contamination, lack of relevant staff training and a general lack of procedures.

Magistrates stated that the offences were serious and the former owner was highly culpable due to his poor food safety record demonstrating that the offences were not isolated incidents. The defendant was fined £2000 in total with a £170 victim surcharge and £1000 costs were awarded to the Council.

Key PIs:

Key PI	Description	Baseline	Target 19/20	Cumulative Performance	Variance (RAG)
CELP15	% of major planning applications determined in 13 weeks (or within extension of time)	100%	75%	100%	
CELP16	% of minor planning applications determined in 13 weeks (or within extension of time)	94%	80%	96%	
CELP17	% of other planning applications determined in 8 weeks (or within extension of time)	99%	90%	96%	
EGA1	% occupancy of the business premises estate	92%	90%	86.1%	
EGA2	% tenant satisfaction with business premises (quarterly)	100%	95%	100%	
MS1	Number of berth holders / occupancy of berths at Wisbech Yacht Harbour (85 berths)	100%	81	80	
CELP18	Number of local businesses supported and treated fairly (quarterly)	100%	90%	100%	

Comments

CELP15-17

With regard to speed of decision making against the national targets (2 year rolling assessment) we achieved 100% performance for majors and 96% for minor & other applications (one of the top performing councils in the country).

With regard to appeals, again using the national 2 year rolling assessment, 1.4% appeals relating to major applications were allowed (up to 10% is the threshold) and in relation to minor / other appeals, we achieved 1.7% (10% being the threshold).

MS1

With regard to occupancy of berths at Wisbech Yacht Harbour, numbers can sometimes drop at this time of year as some boat owners remove their boats for the winter.

Quality Organisation

Projects from Business Plan:

Digital Transformation Plan (including develop and launch a new website design to improve content and navigation) (Cllr Steve Tierney)

A Web Officer secondment commenced at the start of December as part of the My Fenland project.

Wi-Fi access is now available in all council buildings.

PAS Review Action Plan Update (Cllr Dee Laws)

- Training - Two rounds of external training have taken place to the benefit of FDC members and also Town & Parish Councils.
- Increasing Delegation to Officers – discussions with planning committee members concluded that members did not support this and so this work stream has now closed.
- Staff Training Project Management – This has been undertaken by relevant staff now so this action is now closed.
- Validation Training – Following the cancellation of the first event due to low levels of interest and second was held in January.
- Council has an adopted investment strategy so this action is now closed (though naturally we are at implementation stage now which will require some planning input).

Armed Forces Employer Recognition Scheme (Cllr Steve Tierney)

Fenland District Council signed the Armed Forces Covenant in 2011 which demonstrates our intention to support the Armed Forces community by working with a range of partners who have signed the covenant. The covenant is a national responsibility involving government, businesses, local authorities, charities and the public. Being part of the covenant has given FDC an opportunity to be recognised by the Employer Recognition Scheme (ERS) award. The ERS award shows that we deliver support for the Armed Forces community. Therefore in January 2020 a submission was made and FDC have subsequently been awarded with the bronze award.

This means as an organisation we will actively encourage and promote being armed forces-friendly and ensure we are open to employing reservists, armed forces veterans (including the wounded, injured and sick), cadet instructors and military

spouses/partners.

As part of this ongoing work, officers will be in contact with members and Town and Parish Councils to map out what is going on for veterans in the district.

Elections Update (Cllr Chris Boden)

Register of Electors Re-Publication 2019

The Register of Electors was successfully re-published on 1 December 2019, This is in line with the requirement for the Electoral Registration Officer to undertake an Annual Canvass of the 45,000+ residential households in the District to establish who should appear in the register of electors each year. However, due to the General Election the register was not renumbered until 16 December 2019 to avoid confusion with the elector number printed on the Poll Cards that had been issued for the General Election.

A 93% response rate was achieved, which is comparable with previous years. The current total electorate figure is 75,403, which is a slight decrease of 31 electors from when the register was last published on 1 December 2018.

During the canvass period (1 August to 1 December 2019) 4,239 electors were added to the register, 4,633 electors were deleted and 3,296 electors were amended. In addition, there are a further 3,213 people who are in the various stages of being invited to register.

General Election

On the 12 December 2019 the Council successfully delivered the UK Parliamentary General Election for the North East Cambridgeshire Constituency with just 6 weeks' notice and despite the challenge of the poll being held in the Winter.

Fenland is responsible for 54 polling stations in total across all of the district and additionally 12 polling stations from the East Cambs District Council area. The total eligible electorate for the above elections was 82,713 of which 13,577 postal votes were sent out and 271 proxies were appointed.

The turnout was 63.6% and Stephen Barclay of the Conservative Party was elected.

Other Projects:

3Cs Update (Cllr Steve Tierney)

3Cs category	Measure	1 Apr 19 – 31 Dec 19	1 Apr 18 – 31 Dec 18	% Change + / -
Compliments	Total number received (over given period)	209	125	+67%
Comments	Total number received (over given period)	3	12	-75%
Correspondence	Total number received (over given period)	56	104	-46%
Complaints	Total number received (over given period)	234	309	-24%
Total contact (over given period)		502	550	-9%

Communications Update (Cllr Steve Tierney)

News update:

The number of news stories added to the FDC website and distributed as press releases to local media in December = 8

(News story opportunities were restricted until Friday 13 December due to the pre-election period).

Monthly update on FDC social media sites:

The number of social media updates added to the FDC twitter and Facebook accounts in December;

Twitter = 89

Facebook = 80

We currently have 2,645 likes on Facebook and 8,409 followers on twitter.

Consultation Summary:

Current/recent Consultations:

- Draft Business Plan & Budget – 9 January to 3 February 2020

Corporate Asset Management Plan Update (Cllrs Chris Boden and Ian Benney)

A number of incremental changes and initiatives are aiming to shift the culture of asset management within the organisation.

Taking cues from the Asset Management Plan 2017-20, Officers have been working on establishing a stronger asset management culture within the organisation, which has included creating a Corporate Accommodation Team, comprised of Officers from different support teams that provide a greater oversight of planned accommodation projects. Allied to this is the work to instil a greater degree of the 'Corporate Landlord Model', which centralises the decision making process and assesses accommodation-related projects on a more holistic basis.

Work has also been undertaken to obtain a much better understanding of the Council's asset portfolio, this has included undertaking further surveys and assessments of the Council's operational portfolio to ensure that repairs & refurbishment projects are programmed & budgeted for appropriately.

In connection with budget management practices the Council has established a much more robust internal assessment group; the Capital Delivery Group, who not only assess capital works proposals, but are instrumental in delivering those projects. The accuracy of forecasting and the assessment of project progress is now aligned much more closely with the Council's Finance Teams to assist with robust project and financial management activities.

Capital Programme Update (Cllrs Chris Boden and Ian Benney)

The Council is currently involved with the delivery of over 50 Capital Schemes, which range from small repair projects to community assets up to significant asset refurbishment or replacement schemes.

In November each year new schemes are assessed for the forthcoming financial year and a prioritisation exercise is undertaken to ensure that such schemes meet with the stringent assessment criteria, before being recommended to Cabinet & Council in February 2020.

Corporate Accommodation Review (Cllrs Ian Benney and Steve Tierney)

As part of the Council's ongoing commitment to generating operational efficiencies and cost savings, work is ongoing to align a number of initiatives and projects which will create the opportunity for additional income streams and lead to better utilisation of Fenland Hall & The Base. This work relates directly with the proposals and actions documented within the Council's Asset Management Plan 2017-20.

Projects include a review of the current physical storage areas and rationalisation, together with the release of surplus office capacity to public or private sector occupiers. These proposals will be programmed to align with other planned refurbishment & replacement projects to ensure that our assets are maintained in a good condition.

Commercial Investment Strategy (Cllrs Chris Boden & Ian Benney)

The Commercial and Investment Strategy was approved at Full Council on 9 January with the creation of an Investment Board subsequently being approved at Cabinet on 16 January.

Work continues on implementing the Commercial and Investment Strategy.

Key PIs:

Key PI	Description	Baseline	Target 19/20	Cumulative Performance	Variance (RAG)
PRC1	% of customer queries resolved at first point of contact	95%	85%	94.66%	
PRC2	% of customers satisfied with our service (March)	95%	90%	N/A due in March	N/A
PRC3	% of contact centre calls answered within 20 seconds	38%	20%	61.77%	
PRC4	% of contact centre calls handled	78%	50%	91.32%	
ARP3	% of council tax collected	96.84%	97.3%	83.88%	
ARP4	Net council tax receipts payable to the Collection Fund	£53,286,255	£53,608,303	£48,152,963.50	
ARP5	% of NNDR collected	97.7%	98.3%	80.80%	
ARP6	Net business rates receipts payable to the Collection Fund	£23,969,262	£24,663,273	£20,173,070	
PRC5	Number of visits to our website	607,378	620,000	511,692	